

UNCLASSIFIED

RELEASED IN PART

Scope of Work
Haiti Civilian Police

B6, B4

(A5)

Background

The UN Security Council Resolution 1542 authorized the UN peacekeeping Mission in Haiti (MINUSTAH) on April 30, 2004. The mission officially began June 1, 2004 and the UN took operational authority from the Multi-National Force Haiti as of June 25, 2004. The Resolution authorizes a Civilian Police (CIVPOL) component of 1622 officers. The resolution empowers CIVPOL to "...assist the Transitional Government in monitoring, reforming and restructuring the Haitian National Police, consistent with democratic policing standards, including through the vetting and certification of its personnel, advising on its reorganization and training, including gender training, as well as monitoring/mentoring members of the Haitian National Police..." The CIVPOL force is needed because of the inability of the Haitian National Police (HNP) to function effectively during the events in February of 2004 leading up to the departure of former President Aristide from power. The HNP had become an organization that was politicized, corrupt, ill-trained and had poor command and control. During the uprising, police stations were looted, weapons stolen, and records destroyed. An estimated 6,000 HNP are on the rolls, while approximately 3,000-4,000 report for duty. MINUSTAH CIVPOL will assist in the training of HNP, the vetting of new and existing officers, field training, internal investigations, accompanying HNP on patrol, providing advice on organizational and management issues, and monitoring and reporting on the activities of the HNP. MINUSTAH CIVPOL will be deployed throughout Haiti as security conditions permit.

The CIVPOL officers are under the operational command of MINUSTAH. The UN will make duty assignments. The UN provides approximately 2 weeks of induction training for officers when they arrive in Haiti and mission subsistence allowance to cover food and housing for officers. The UN provides transportation from the airport for officers arriving in mission and temporary housing. Officers are responsible for finding their own permanent accommodations. The UN also provides transportation to and from the mission area for officers arriving and departing the mission. If an individual leaves the mission on his/her own accord or is terminated for cause, the UN does not pay for travel and the costs are borne by the individual officer.

The initial contingent of US officers will be 25, and US officers will serve alongside officers from many other countries. The working language of the MINUSTAH mission is French and all officers will be required to speak French and pass a French language exam upon arrival in Haiti.

1. Statement of Work.

The Contractor shall establish and maintain a contingent of current and retired (within 5 years) police officers with a minimum of 5 years police experience in a full-service law enforcement agency sufficient to maintain the U.S. CIVPOL contingent contribution to MINUSTAH of 25 officers. All officers must be proficient in written and spoken French. Creole speaking is a plus. The contingent will include a broad range of law enforcement experts and specialists, pursuant to

the listing in Section C of the Contract, S-LMAQM-03-R-0109 (Contract). The mix of experts and specialists shall be in general accordance with the percentages noted in Section C of the Contract, although this may be subject to change based on the needs of the mission. The total shall also include a sufficient number of individuals with supervisory and command experience to meet the needs of the mission. The Contractor will be responsible for pre-screening which shall include, but not be limited to, ensuring that officers have the requisite experience, conducting background, disciplinary, criminal and credit checks, ensuring that candidates have the requisite medical examinations and clearances, obtaining security clearances as necessary and performing any such other pre-screening as required by the Department. All such pre-screening shall be completed prior to the start of the training session. The Contractor will maintain comprehensive records on all applicants.

The Contractor will provide pre-deployment and deployment support. The contractor will provide a package of personal equipment for each officer, including a weapon and weapons training and certification. The equipment will include, but not be limited to, uniforms suitable for Haiti weather, rain gear, web gear, boots, and other equipment as necessary and approved. Pre-deployment training support shall include, but not be limited to, on-site and headquarters contract program management, lodging and transportation arrangements and per diem for pre-deployment training. Pre-deployment training and support shall include mission-appropriate training and coursework as determined by the State Department, including appropriate medical screening, testing, immunizations and vaccinations as required for Haiti; psychological assessment; physical fitness and agility testing; defensive tactics; weapons (handguns, rifles and shotguns) and vehicle qualification; teamwork/leadership training; Haiti cultural and historical training; orientation by those who have been in mission area; trafficking in persons; uniforms and equipment; healthy meals at the training facility as needed.

Office space and equipment that includes high-speed internet access for two State Department officials shall be made available during training periods at the training facility. The Contractor shall provide secure storage space at the training site for training materials between training periods. The State Department shall have access as necessary to the training site between training sessions and at a minimum from 7:00 a.m. to 10 p.m. during training sessions. The Contractor shall also provide a dedicated classroom with customary audio/visual capacity and equipment, capable of comfortably accommodating up to 50 people in a set-up that provides space for note taking and completion of written forms. Contractor will provide qualified personnel and equipment as necessary for the training and as approved by the State Department. Contractor will also designate one point of contact to coordinate all training-related issues with the State Department and that person will have decision-making authority. The training site shall accommodate mixed gender classes. The training site shall be located within a two-hour driving range of Washington, DC during normal driving conditions. Contractor will provide documentation requested by State Department with respect to training, e.g., lesson plans, and undertake any other unanticipated actions with respect to training requested by State Department. Deployment support will include timely provision of all necessary records and documentation for each officer; transportation to the airport and assistance with equipment and baggage; facilitation of transportation to Haiti in coordination with the UN; and transportation and temporary lodging upon arrival in Haiti in coordination with the UN if needed. Contractor will help officers find housing, and provide transportation to and from the airport in Port au Prince in the event that the

UN does not. The contractor will make all travel arrangements with the UN and ensure that there is little to no lag time between when officers are ready to deploy and when they depart.

The Contractor will provide in-country and off-site administrative, technical, logistical and any unanticipated services necessary to support the program and officers. Equipment shall include at a minimum the listing in section C.3.3.1 of the Contract. Upon approval by the Contracting Officer (CO) and/or Contracting Officer's Representative (COR) and as directed by the program officer, it shall include additional equipment not currently anticipated. The Contractor shall provide assistance as requested to the INL contract officer in Haiti and to State Department officers traveling to Haiti.

The Contractor will maintain a comprehensive personnel system, personnel records, personnel and equipment inventories and other databases as necessary to support the program and officers. The Contractor will provide a compensation and benefits package for CIVPOL officers basing labor cost estimates on an average work week of up to, but not to exceed, 70 hours. The Contractor should understand that the UN determines the work schedules of officers and these vary depending upon the assignments. In some cases officers will work 6 days a week with one day off; in other cases they will work 30 days with 6 off. Other schedules are also possible. UN rules provide for not more than 18 leave days per year available on the cumulative basis of 1.5 days/month. The Contractor will implement a system to accurately track the number of hours officers are working and provide biweekly reports to the State Department. The Contractor will implement a performance appraisal system with a minimum of two reporting periods per year upon which to base extension and rehiring decisions, available to the State Department for review upon request. The contractor will follow-up promptly on any personnel or discipline matters. The contractor will institute an honor code and clearly state all of the expectations of the officers. The Contractor will assist the State Department as requested in the selection of a Contingent Commander and Deputy Contingent Commander.

The Contractor will provide procurement services, not to exceed \$1 million per year, as approved by the CO and/or COR and as directed by the program officer, of technical advisors, equipment and construction services to support the development of law enforcement and the criminal justice system in Haiti. This includes the Haitian National Police, the Haitian National Police Academy, and specialized units of the HNP. Assistance will be directed to increasing capacity of the local population.

Three price quotes are required for every purchase over \$2,500.00 (including supplies, services, and subcontracts) under the Cost Reimbursement CLIN. Cost reimbursement invoices shall include evidence of the three quotes before payment will be approved. Payment will not be made without three quotes.

The Contractor will be prepared, upon request of the program officer, to deploy technical advisors (up to 1000 labor hours) and training teams (up to 1000 labor hours) with expertise in and capability to deliver assistance in the broad variety of categories as listed in sections C.3.9.2, C.3.9.3 and C.3.9.10 of the Contract.

The Contractor will maintain local offices and personnel in Haiti sufficient to provide comprehensive logistical and administrative support to the law enforcement and criminal justice program, especially officers in the field, taking into consideration the wide variety of operational circumstances such as extreme weather conditions, rudimentary infrastructure and political and civil unrest. This shall include, but not be limited to, provision of routine and emergency medical support, facilities to promote morale, welfare and recreation, facilitating communication with immediate family members in the U.S., equipment repair and replacement, and any other support approved by the State Department. As this is a new requirement, initial staff should be in Haiti to begin paving the way for a smooth CIVPOL deployment no less than 4 weeks after the award of the contract.

2. Key Personnel.

The key personnel under this contract are: (to be filled in by Offeror).

The personnel listed above are considered to be essential to the work under this contract. Prior to removing or replacing any of the specified individuals, the contractor shall notify the Contracting Agency 30 days in advance and shall submit justification (including proposed substitutions) in sufficient detail to permit evaluation of the impact on the contract. Key personnel will not be removed or replaced by the Contractor without the written consent of the Contracting Agency.

3. Reports.

The Contractor shall provide reports in accordance with Section F of the contract.

4. Period of Performance.

The first 10 CIVPOL must be deployed within 8 weeks of the award of the contract. The next 15 must be deployed within 16 weeks from the award of the contract. The period of performance is for one year from the time of the award, with the option to extend four more years.

Base:	24 September 2004 to 23 September 2005
Option 1:	24 September 2005 to 23 September 2006
Option 2:	24 September 2006 to 23 September 2007
Option 3:	24 September 2007 to 23 September 2008
Option 4:	24 September 2008 to 23 September 2009

5. Liquidated Damages

1. Contractor acknowledges and agrees that INL may recover Liquidated Damages by deducting such damages from amounts payable to Contractor under the Contract Documents.
2. It is understood and stipulated by the parties that

- a. INL shall be damaged by failure of Contractor to meet its obligation to be fully operational in country from 8 weeks from the award of the contract,
- b. it would be impracticable or extremely difficult to fix the actual resulting damages,
- c. any sums that would be payable under this section are in the nature of liquidated damages and not a penalty and
- d. such payment represents a reasonable estimate of fair compensation for a portion of the losses that reasonably may be anticipated from such failure.

3. Because it is crucial that the first 10 officers be on the ground and operational within 8 weeks from the award of the contract, liquidated damages will be assessed if the requirement is not met. Damages will be calculated at the rate of \$1,000 per officer per day that they are not in mission.

4. Liquidated damages will also be assessed if the contractor does not have initial staff in country from 6 weeks from the award of the contract. By 8 weeks from the award of the contract, at a minimum, staff on the ground in country as must include a program manager, a logistician, a medical director, an armorer, and administrative support. For each day that this minimal level of staffing is not present in Haiti from 8 weeks from the contract award date, liquidated damages shall be assessed at the rated of \$5,000 per day.

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HAITI CIVPOL
20 AUGUST 2004

PAE/HSC

Deficiencies and Clarifications for Haiti CIVPOL RFP

Technical Proposal:

1. Deficiency: Log officer had limited documented log experience. Please provide list of relevant experience or provide a different individual.

Response: The resume of [redacted] is provided as our new [redacted]

B4, B6

The referenced sections below have been revised accordingly and are included in the attached file, "Haiti Revised Technical Pages".

Reference: Technical Proposal pages A1-1, A1-12, A1-13, A1-14, page 6, FIGURE 2-1. PAE-HSC TASK ORGANIZATION FOR THE HAITI CIVPOL MISSION, page 39, FIGURE 2.4-2. HAITI PMO ORGANIZATION.

2. Deficiency: All candidates need to have a face-to-face psych interview. Please update proposal.

Response: All candidates will have a face-to-face psychological interview.

The referenced sections below have been revised accordingly and are included in the attached file, "Haiti Revised Technical Pages".

Reference: Technical Proposal page 24. Section 2.2.8 Psychological Evaluation.

3. Deficiency: The weapons for familiarization are the M4 rifle and the AK-47. Please update.

Response: All CIVPOL will be familiarized on the M4 rifle and AK-47.

The referenced sections below have been revised accordingly and are included in the attached file, "Haiti Revised Technical Pages".

Reference: Technical Proposal page 25, Section 2.2.12.3 Rifle and Section 2.2.12.4 Shotgun.

4. Deficiency: Use UN form for medical screening.

Response: UN Form MS2 - *United Nations Entry Medical Examination* will be used for medical screening.

The referenced sections below have been revised accordingly and are included in the attached file, "Haiti Revised Technical Pages".

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HAITI CIVPOL
20 AUGUST 2004

Reference: Technical Proposal page 16, Section 2.1.5.3 Application Packet and Section 2.1.5.5 Medical and Dental Examinations.

5. Deficiency: State Department will provide the physical agility testing that is needed for this mission – it will be less “rigorous” than the one proposed.

Response: PAE-HSC will provide facilities and any required resources for State Department to provide the physical agility testing for this mission.

The referenced sections below have been revised accordingly and are included in the attached file, “Haiti Revised Technical Pages”.

Reference: Technical Proposal page 23 and 24, Section 2.2.7 Physical Agility/ Fitness Test.

6. Deficiency: All CIVPOL who are armed should get body armor. Please revise.

Response: All CIVPOL who are armed will get body armor.

The referenced sections below have been revised accordingly and are included in the attached file, “Haiti Revised Technical Pages”.

Reference: Technical Proposal page 31, Section 2.2.25 Uniform and Equipment Issue.

7. Deficiency: Gym equipment, TV, seem to be missing from MWR. Please revise.

Response: Gym equipment and a TV will be provided.

The referenced sections below have been revised accordingly and are included in the attached file, “Haiti Revised Technical Pages”.

Reference: Technical Proposal page 38, FIGURE 2.4-1. PAE-HSC CIVPOL SUSTAINMENT PROCESS.

8. Deficiency: Clin 0036 lists an R&R travel allowance for CIVPOL officers. Please delete this is not allowed.

Response: R&R travel allowance for CIVPOL officers has been deleted.

The Price Proposal has been revised accordingly and is submitted in its entirety. The revised section is referenced below.

Reference: Price Proposal Workbook Tab Titled – “Other Direct Costs”.

9. Deficiency: CLIN 0043 lists 3 R&R travel allowance for the DPMO. Seems excessive considering that they receive housing and per diem. If not essential, please delete.

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HAITI CIVPOL
20 AUGUST 2004

Response: R&R travel allowance for the DPMO has been deleted.

The Price Proposal has been revised accordingly and is submitted in its entirety. The revised section is referenced below.

Reference: Price Proposal Workbook Tab Titled – “Other Direct Costs”.

10. Clarification: Does armorer have any prior experience?

Response: Yes, [REDACTED] has provided assistance and supervision over seven armorers and seven arms room operations while Chief, Technical Assistance Team in Bridgetown, Barbados. His primary responsibilities included; ensuring that repair parts were ordered, inventoried and securely stored. He also supervised the repair of various weapons in the US Army inventory to include the M-1911 A1, M-16, M-203 and M-60.

B4, B6

In addition, our proposed [REDACTED] will be enrolled in the manufacturer's three day course upon Task Order Award.

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The referenced sections below have been revised accordingly and are included in the attached file, “Haiti Revised Technical Pages”.

Reference: Technical Proposal page 6, FIGURE 2-1. PAE-HSC TASK ORDER ORGANIZATION FOR THE HAITI CIVPOL MISSION, page 39, FIGURE 2.4-2. HAITI PMO ORGANIZATION, pages A1-12-14 Resumes.

11. Clarification: How many “developed” references will be checked for each officer during the background investigation process?

Response: In interviewing listed references, PAE-HSC Recruiter/Screeners will develop at least two additional references not listed by the candidate. PAE-HSC Recruiter/Screeners will then telephonically interview each of the developed references.

The referenced sections below have been revised accordingly and are included in the attached file, “Haiti Revised Technical Pages”.

Reference: Technical Proposal page 17, Section 2.1.5.7 Background Investigation.

12. Clarification: What are the cost implications if Crucible performed the training instead? Is Crucible willing?

Response: In an effort to provide the flexibility and standardization to DOS, PAE-HSC has contacted Crucible several times throughout the procurement and subsequent award of the CIVPOL contract. We have spoken to [REDACTED] Business Developer for Crucible, and he commented that Crucible is concerned that any conversations with PAE-HSC could jeopardize their other contracts with CSC/Dyncorp. However, [REDACTED] did say that if PAE-HSC were awarded a Task Order they are willing to provide the training services and

B4, B6

B4, B6

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20 AUGUST 2004

facilities to PAE-HSC. We would expect the cost to be the same as what DOS is currently paying under the CSC/Dyncorp contract.

PAE-HSC stands ready to work with DOS to provide the best solution for the overall program and in particular the Haiti mission.

13. Clarification: Can the indoor range handle automatic weapons and rifle fire?

Response: Yes. The indoor range can handle automatic weapons and rifle fire.

The referenced sections below have been revised accordingly and are included in the attached file, "Haiti Revised Technical Pages".

Reference: Technical Proposal page 22. Section 2.2.4 Training Facility.

14. Clarification: Will there be separate classes on human rights?

Response: A human rights class is included in our Sample POI as a class, but we will provide separate classes on human rights if so desired by DOS.

Reference: Technical Proposal page 26, Section 2.2.13 CIVPOL Background and Purpose, page A2-3, PAE-HSC Haiti CIVPOL SAMPLE Pre-Deployment Training Schedule.

15. Clarification: What percentage of time will the WDC-PMO be spending on the Haiti program? Please ensure that the proper percentage is reflected in the cost proposal.

Response: The majority of the WDC-PMO personnel whose time will be spent in support of the Haiti Task Order are

In addition to these "core" WDC-PMO personnel

PAE-HSC proposes to hire additional personnel (one

These additional personnel, priced in will spend the first 3 months dedicated 100% to supporting the Haiti Task Order. They will be fully occupied establishing phase-in/start-up records, files, processes and finalizing internal operational procedures.

We estimate the reduction in

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HAITI CIVPOL
20 AUGUST 2004

16. Clarification: [] lists [] Please further breakout costs.
Also, don't fully understand this, considering page 1 of cost proposal lists []
[] Explain.

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Response: [] Due to anticipated extensions of CIVPOL Officers in the out years, there will be fewer trainees and therefore the training costs are lower. Breakout costs are provided in the attached file.

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The Price Proposal has been revised accordingly and is submitted in its entirety. The revised section is referenced below.

Reference: Price Proposal Workbook Tab Titled – “Training”.

17. Clarification: Page 3 of the SOW where are the temporary trainers or technical assistance for 1,000 hours.

Response: We have added two CLINs for 1000 hours each; CLIN 0020 Law Enforcement/Police Advisors and CLIN 0023 Criminal Justice Specialists. []

B4

The Price Proposal has been revised accordingly and is submitted in its entirety. The revised section is referenced below.

Reference: Price Proposal Workbook Tab Titled – “Labor Summary”.

Cost Proposal:

1. Deficiency: CLIN 0004 has been [] each category.

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Response: Correct. Paragraph 1 of the SOW states, “The mix of experts and specialists shall be in general accordance with the percentages noted in Section C of the Contract.” 45% of 25 CIVPOL is 11; however, []

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2. Deficiency: DBA, post differential and danger pay does not apply to foreign nationals, unless in the case of DBA the foreign gov't does not have worker's compensation insurance.

Response: The Price Proposal has been revised to delete DBA, post differential and danger pay for foreign nationals.

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HAITI CIVPOL
20 AUGUST 2004

The Price Proposal has been revised accordingly and is submitted in its entirety. The revised section is referenced below.

Reference: Price Proposal Workbook Tabs Titled – “DBA”, “Post Differential”, and “Danger Pay”.

3. Deficiency: Travel of a deceased employee is covered by DBA insurance.

Response: The Price Proposal has been revised to delete travel of a deceased employee.

The Price Proposal has been revised accordingly and is submitted in its entirety. The revised section is referenced below.

Reference: Price Proposal Workbook Tab Titled – “Other Direct Costs”.

4. Deficiency: Delete miscellaneous contingency costs

B4

Response: The Price Proposal has been revised to delete miscellaneous contingency costs

B4

The Price Proposal has been revised accordingly and is submitted in its entirety. The revised section is referenced below.

Reference: Price Proposal Workbook Tab Titled – “Other Direct Costs”.

5. Clarification/Deficiency: Housing is included in office rent CLIN 0043?

Response: The villa we intend to rent will serve as both the In-Country Program Management Office and residence for the expatriate In-Country Program Management Personnel.

B4

Response: The costs associated with housing have now been computed in CLIN 0037 while the costs for the office are reflected in CLIN 0043.

The Price Proposal has been revised accordingly and is submitted in its entirety. The revised section is referenced below.

Reference: Price Proposal Workbook Tab Titled – “Other Direct Costs”.

6. Deficiency: Under Summary by CLIN,

B4

Response: The Price Proposal has been revised

The Price Proposal has been revised accordingly and is submitted in its entirety. The revised section is referenced below.

Reference: Price Proposal Workbook Tabs Titled – “Cost of Money”, and “Summary by CLIN”.

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HAITI CIVPOL
20 AUGUST 2004

7. Clarification/Deficiency: Please justify and explain the [redacted]
[redacted] under morale, welfare and recreation.

Response: The Price Proposal has been revised [redacted]

[redacted] under morale, welfare and recreation.

The Price Proposal has been revised accordingly and is submitted in its entirety. The revised section is referenced below.

Reference: Price Proposal Workbook Tab Titled – “Other Direct Costs”.

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CONTRACT: SLMAQMM4C0033

**HAITI CIVILIAN
POLICE PROGRAM**

REVISED PAGES



**TASK ORDER RESPONSE
VOLUME II
TECHNICAL PROPOSAL**

This proposal includes data that shall not be disclosed outside the Government and shall not be duplicated, used, or disclosed -- in whole or in part -- for any purpose other than to evaluate this proposal. If, however, a contract is awarded to this offeror as a result of -- or in connection with -- the submission of this data, the Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained on all sheets.

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24 August 2004

Mr. Michael S. Larson and Mr. Brian M. Carper
Contracting Officers
US Department of State
Office of Acquisition Management, Room 220
1701 North Fort Myer Drive
Arlington, VA 22209

SUBJECT: CIVPOL Task Order – Haiti Civilian Police, Contract #SLMAQM04-C-0033)

Dear Mr. Larson/Mr. Carper,

On behalf of the PAE-HSC team, we are pleased to submit this response for the CIVPOL Clarifications and Deficiencies for Haiti Civilian Police Program Capacity Building. This submittal includes:

- **Volume I – Revised Price Proposal**
- **Volume II – Technical Proposal – Revised Pages**

For our Technical Proposal, we have included only those pages that have been directly affected by our process to clarify and/or clear up any deficiencies. The changes are designated by the color "green". The page numbers correlate directly to our task order response for the Haiti CIVPOL Mission and can be swapped-in accordingly.

We appreciate this opportunity to submit our response to the CIVPOL Clarifications and Deficiencies and look forward to working with you and the United Nations on this important program.

If you have any questions regarding our proposal, please direct them to

B4, B6

Yours truly,

Allen E. Shay
President and CEO
PAE Government Services, Inc.

Doctor R. Crants
Chairman and CEO
Homeland Security Corporation



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B4

2.0.2 PAE-HSC Task Organization for the Haiti CIVPOL Mission

PAE-HSC has developed a task organization (Figure 2-1) for the Haiti CIVPOL mission. The PAE-HSC CIVPOL Program Management Office (WDC PMO) in Rosslyn, Virginia, is directly responsive to the DOS CIVPOL Program Officer and CO, and has overall responsibility for the Haiti CIVPOL mission. Initial tasks of the WDC PMO are to identify, recruit, pre-screen, train, equip, and deploy CIVPOL Officers for the Haiti mission. The WDC PMO will also be responsible for procurement activities in support of the HNP and for providing technical advisors and training teams. Our HPMO will have primary responsibility for providing comprehensive administrative and logistical support for our CIVPOL Officers deployed in Haiti.

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2.0.3 Capability to Expand

PAE-HSC understands the potential for the scope of the mission and the size of the US CIVPOL contingent to grow based on the needs of MINUSTAH and the financial resources available to DOS. We

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2.1.5.3 Application Packet. Once PAE-HSC's Director of Recruiting has verified that the candidates meet the minimum CIVPOL requirements,

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2.1.5.4 Initiation of Request for Security Clearance.

PAE-HSC understands that at least one CIVPOL Officer selected for the Haiti mission will require a security clearance. PAE, and our PM in particular, have extensive experience in processing security clearances for new hires. PAE employs approximately 100 DOS TOP SECRET-CLEARED personnel at US Embassies and Consulates within the Newly Independent States (NIS) and Asia. We will work hand-in-hand with DOS to obtain and expedite clearances for CIVPOL Officers selected for specified positions on the Haiti mission.

2.1.5.5 Medical and Dental Examinations. Each candidate for the CIVPOL mission in Haiti will be asked to obtain and submit the written results of a physical and a dental examination. The forms for the examination reports are included in the application packet. PAE-HSC's contracted physician will review the examination reports to determine if the candidate has physical limitations that would preclude his selection as a CIVPOL and serving overseas in a country where the availability of medical care is a concern. The *UN Form MS2-United Nations Entry Medical Examination* will be used for medical screening.

2.1.5.6 Psychological Evaluation. All CIVPOL candidates for the Haiti mission will be asked to complete the Protective Services Report Plus (PSR Plus) psychological battery via the Internet. The PSR Plus, published by IPAT, Inc., assesses job-relevant personality traits that are required for the provision of effective security services. The PSR Plus is based on the industry-wide standard 16 Personality Factor Questionnaire (16PFF) the most respected and widely used measure of adult personality in the world. IPAT, Inc., has, over the past 55 years updated, enhanced, and automated the 16PFF to make it specifically applicable for a variety of applications, including the PSR Plus that focuses on firemen, policemen and others in the protective services.

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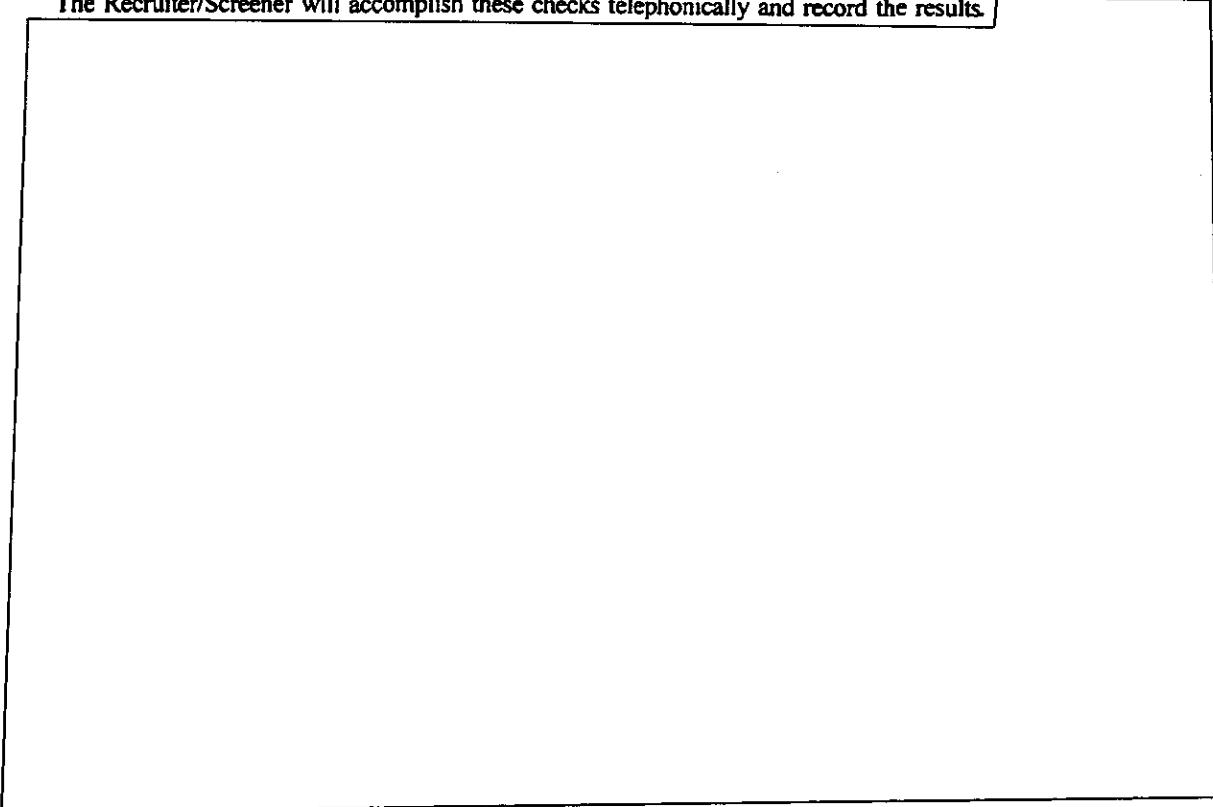


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2.1.5.7 Background Investigation. As soon as the Recruiter/Screener has sufficient information and is assured that the candidate is fully qualified, to include French language proficiency, and sincere about joining the Haiti CIVPOL mission, the Director of Recruiting will initiate a background investigation. Our Recruiters/Screeners are responsible for those portions of the background investigation that can be done in-house. This includes verification of employment and education as well as interview of personal references. The Recruiter/Screener will accomplish these checks telephonically and record the results.

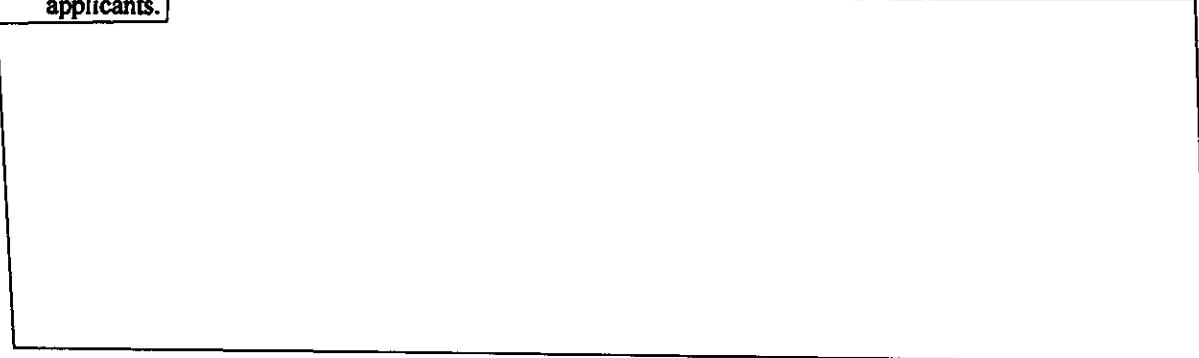
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2.1.7 PAE-HSC CIVPOL Database

The PAE-HSC CIVPOL website and database are the mechanisms by which we monitor and track our applicants.

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2.2.3 Training Point of Contact

PAE-HSC's single point of contact to coordinate all training-related issues with DOS is [redacted]

B4, B6

2.2.4 Training Facility

PAE-HSC will conduct pre-deployment training at the National Conference Center (NCC) in Lansdowne, Virginia, approximately 15 minutes from Dulles International Airport. The NCC is a full-service training and conference center with 24-hour security, an emergency response team, helicopter landing pad, and full gymnasium facility. PAE-HSC will have a dedicated classroom with audio-visual equipment capable of comfortably accommodating up to 50 people with space for note-taking and completion of forms. Training materials will be stored in a secure location at the NCC between training periods. HSC has used the NCC facility for instructor training in their Specialized Security (SST) contract with Lockheed Martin and the Transportation Security Administration. We have confirmed that the NCC can accommodate our class during the time frame needed for the Haiti mission.

For weapons qualification, PAE-HSC will transport candidates by bus approximately 13 miles to the Blue Ridge Arsenal. This facility offers a multi-weapon range with a 10 lane indoor range with positive flow ventilation, and a gunsmith shop on site. The indoor range can handle automatic weapons and rifle fire. There is also a classroom sufficient to comfortably accommodate 25 gender mixed students, restrooms, and break areas. We have established a tentative agreement with the Arsenal for the time period that we anticipate needing the range for Haiti pre-deployment weapons training.

2.2.4.1 Lodging and Meals. The NCC provides single occupancy overnight accommodations with three healthy meals per day as well as continuous beverage breaks. The facility is fully capable of accommodating mixed gender classes.

2.2.4.2 State Department Access. DOS will have access as necessary to the training site between training sessions and, at a minimum, from 7:00 a.m. to 10:00 p.m. during the sessions. Office space and Internet connectivity for two DOS personnel will be provided.

2.2.4.3 Alternative Use of Crucible Training Facility. PAE-HSC recognizes that DOS has had a relationship with the current CIVPOL training subcontractor, Crucible. Accordingly, we understand that DOS has indirectly made an investment in familiarizing Crucible staff trainers with the Police Assessment, Selection, and Training Program (PAST). PAE-HSC also recognizes that there may be benefits to DOS in terms of consistency in training delivery and economies of scale by consolidating CIVPOL training with one training subcontractor. In this regard, PAE-HSC remains flexible and, if DOS prefers, is prepared to use the Crucible facility in Fredericksburg, Virginia, and the current training curriculum. An early decision by DOS regarding their preference for the Crucible approach to delivering training will be helpful.

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2.2.5 Reception and In-Processing

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2.2.6 Final Medical Screening

Each candidate will have obtained a thorough physical examination by his or her personal physician utilizing DOS Form 1843. Results will be provided to PAE-HSC in the returned application package.

[Redacted] will review the DS form 1843 and clear the candidate for training and overseas assignment. During pre-deployment training, a member of the

[Redacted] will be on-site to meet with candidates and ask necessary follow up questions.

[Redacted] That review will finally determine if the candidate is: 1) cleared to take the physical agility test, and 2) cleared to serve overseas. In the event the candidate is not cleared on both counts, he or she will be immediately sent home.

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2.2.6.1 Urinalysis Testing. We will require each candidate to provide a urine sample under strictly controlled conditions, i.e. "gland to can" observation. We have arranged with

[Redacted] to test the urine samples for 10 classes of illegal substances including amphetamines, barbiturates, cocaine, marijuana, opiates, and PPC.

[Redacted] If a candidate tests positive, he or she will be sent home and will not be considered for future employment.

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2.2.6.2 Immunizations and Vaccinations. The on-site medical staff from Lakeridge Family Practice will review each candidate's immunization record and will be prepared to administer any required shots to include a TB Tine test.

The US Center for Disease Control recommends the following vaccinations for Haiti:

- Yellow Fever,
- Hepatitis A,
- Hepatitis B,
- Typhoid, and
- Tetanus-Diphtheria.

2.2.7 Physical Agility/ Fitness Test

After having been cleared by their personal physician and our medical team, each candidate must pass a Physical Agility Test.

PAE-HSC will provide facilities and any required resources for State Department to provide the physical agility testing for this mission.

As a matter of policy, candidates who fail to pass the Physical Agility Test will be sent home, however, they may be eligible for future employment if they can demonstrate that they have reached a sufficient level of physical conditioning. The PAE-HSC Training Coordinator has the authority to grant an exception to policy to



allow candidates to re-take the Physical Agility Test later in the Assessment and Training cycle, if believed that there is a strong likelihood that the candidate will be able to pass.

2.2.8 Psychological Evaluation.

As described above, all candidates for the CIVPOL mission in Haiti will be asked to complete the Protective Services Report Plus (PSR Plus) psychological battery via the Internet as part of the screening process. The results of this test will be used to ensure that our candidates are psychologically fit to perform the functions of a deployed CIVPOL Officer before additional assessment is made. The results will be evaluated by [redacted] All candidates will have a face-to-face psychological interview.

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2.2.9 Formal French Language Test

To best ensure that our CIVPOL Officer candidates have French language proficiency and will pass the French examination conducted in Haiti by MINUSTAH, PAE-HSC will administer formal French language testing as part of Pre-Deployment Training and Support. Based on UN standards, the test will consist of the following four parts:

- **Reading:** Read a report written in French and orally answer 10 questions in French.
- **Listening:** Listen to a brief story on tape in French and orally answer 10 questions in French.
- **Report Writing:** Listen to an incident described in French and prepare a brief written report in French.
- **Oral:** Participate in a one-on-one interview in French to assess oral proficiency.

2.2.10 Vehicle Qualification/Driver Testing

As current and former civilian police officers from throughout the US, our candidates are expected to be experienced drivers. However, it is likely that many of them may have never operated a vehicle in four-wheel drive and it is probable that most have never had to drive under the conditions they will experience in Haiti. Road conditions in Haiti are extremely poor and traffic in the cities is basically unregulated. Therefore PAE-HSC will provide classroom instruction on four wheel drive operation and Haiti driving conditions followed by actual operation of a vehicle in four-wheel drive mode. The emphasis of both the classroom instruction and hands-on operation will be on safety.

2.2.11 Defensive Tactics

PAE-HSC plans to capitalize on our in-house capability to provide state of the art instruction in unarmed defense. PPCT Management Systems (PPCT), a wholly-owned subsidiary of HSC, is an internationally recognized leader in law enforcement training, publication of training manuals, and training support. Over the past 23 years, PPCT has trained over 60,000 law enforcement officers in all fifty states and several foreign countries. All of our PPCT instructors are active law enforcement personnel and certified by the American Society of Training and Development (ASTD). PPCT Defensive Tactics instruction will include familiarization with the ASP baton and O.C. Spray.

2.2.12 Firearms Training and Qualification

PAE-HSC CIVPOL candidates for the Haiti mission will receive thorough firearms training by certified instructors at the Blue Ridge Arsenal. They will qualify with their assigned 9 mm handgun and familiarize

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with the M4 rifle, AK47 and shotgun. Classroom instruction will be presented on safety, weapon maintenance, weapon presentation, loading and unloading, principals of fundamental marksmanship, and actions in the event of weapon failure. All academic presentations are re-enforced through appropriate live-fire exercises presented in a "crawl, walk, run" fashion beginning with weapon function and ending with weapon failure drills.

2.2.12.1 Weapons. PAE-HSC will assign each officer a Beretta 9 mm pistol via use of a weapons card. When the officer has the card in his possession, PAE-HSC has the weapon in storage. When the officer draws the weapon from PAE-HSC storage, the card must be turned into PAE-HSC. At no time will the officer have both the weapons card and the weapon in his or her possession. The PAE-HSC automated inventory system and the CIVPOL DB (DB) will also track weapons by serial number. Weapons will be stored in a triple-barrier secured and alarmed arms room. During the Pre-Deployment Training and Selection phase weapons will be issued to the officer for firearms training as required and returned each evening to the arms room. Cleaning equipment will be available for candidates to clean fired weapons prior to turn-in.

2.2.12.2 9 MM Pistol. PAE-HSC understands that, as law enforcement officers, our CIVPOL candidates have had firearms training and have qualified with their assigned weapon in their home department. However, we also understand that for most officers, this will be the first time they have been issued the Beretta 92FS pistol. Therefore, we feel it is essential to provide some classroom instruction on the pistol and to have each candidate fire approximately 100 rounds to familiarize and gain proficiency. We will then have each candidate fire a standard 50 round daylight qualification course and a 50 round low light qualification course. The minimum passing score for each course is 80 out of a possible 100 points. Candidates who fail to qualify but are within 15 points of qualifying may be provided a second opportunity to do so, providing that time is available. This re-test is at the discretion of the Training Coordinator.

2.2.12.3 Rifle. In addition to classroom instruction on the model M4 rifle and a safety briefing, PAE-HSC will have each CIVPOL candidate fire 100 rounds for familiarization. Each candidate will fire a standard daylight and lowlight course of fire. As this is for familiarization, no minimum passing score is required, however instructors will ensure that candidates demonstrate safe and proper handling of the rifle and have basic proficiency.

2.2.12.4 Shotgun. Likewise, PAE-HSC will provide classroom instruction and a safety briefing on the 12 gauge pump shotgun and have each candidate fire 30 rounds of ammunition for familiarization on a standard daylight and lowlight course of fire. As with rifle familiarization, no minimum passing score is required but instructors will ensure that candidates demonstrate safe and proper handling of the shotgun and have basic proficiency.

2.2.12.5 AK47. Likewise, PAE-HSC will provide classroom instruction and a safety briefing on the AK47. As with rifle familiarization, no minimum passing score is required but instructors will ensure that candidates demonstrate safe and proper handling of the AK47 and have basic proficiency.

2.2.13 CIVPOL Background and Purpose

PAE-HSC believes it is vitally important that candidates have a clear and thorough understanding of the CIVPOL Program. Without this knowledge, they would not be able to function effectively during their assignment. We want CIVPOL Officers who believe in and practice the rule of law; respect human dignity, the right to life, and equality before the law; and are guided by professional values and standards of conduct.



PAE-HSC understands that the DOS may wish to present this block of instruction but we stand ready to do so if desired. Information that we plan to present will be submitted to DOS for review in advance. Suggested topics for the CIVPOL Background and Purpose module include:

- **Introduction to the US Department of State.** We feel it would be beneficial to include an introduction to the DOS organization, mission, and functions. In particular, it would be useful for these officers to understand the structure of the Bureau of International Narcotics and Law Enforcement (INL) and how it executes its CIVPOL responsibilities overseas.
- **United Nations.** In Haiti, our CIVPOL Officers will be seconded to the UN so it is essential that they be familiar with the structure, organization, and functions of the UN, as well as what it means to be seconded. We will also familiarize the officers with the other countries that will provide CIVPOL Officers in Haiti.
- **International Human Rights Standards.** Many local law enforcement officers may not be aware of international concerns over such issues as trafficking in persons and persecution.
- **MINUSTAH Mission Objectives.** We will familiarize the officers with UN Security Resolution 1542 and cover the specific mission objectives for the mission in Haiti such as reforming and restructuring the HNP, vetting new and existing officers, and providing technical advice and training.
- **Role of Contingent Chain-of-Command.** We will familiarize the officers with the duties and responsibilities of the contingent chain-of-command. They will be told where the CIVPOL Officers fit in the organization and who they will be reporting to.
- **Role of PAE-HSC.** Once the police officers have an appreciation for the big picture, we feel it would be appropriate to brief them on the PAE-HSC team, how we are task organized, and our contractual requirements. We will explain the administrative and logistical nature of our role vis-a-vis the operational chain of command.

2.2.14 Haiti Orientation

PAE-HSC understands the necessity of properly preparing candidates for assignment to Haiti. Topics that we are prepared to address in this module include:

- **History.** A brief overview of Haiti's African roots, colonial status, independence as the world's first black republic, and succession of regimes, coups, and international interventions in the 20th century.
- **Current Political Situation.** Perspective on the installation of President Jean Bertrand-Aristide, UN and US aid programs through the 1990's and the events leading up to the removal of former President Aristide and the establishment of MINUSTAH.
- **Geography/Climate.** A general map orientation of the country including the major geographic regions and urban areas, as well as specific orientation to the *Commissariats de Départements* (Regions) and the *Commissariats d'Arrondissement* (Districts). Climatologic information that may be useful includes mean average temperatures, average rainfall, seasonal changes, and elevations.

2.2.14.1 Haitian Cultural Awareness. In order to be effective in a community-based policing model, PAE-HSC police officers must have an appreciation of various cultural factors in Haiti. We would present information on the roles of religion (including voodoo), art, and music in addition to social mores and taboos.

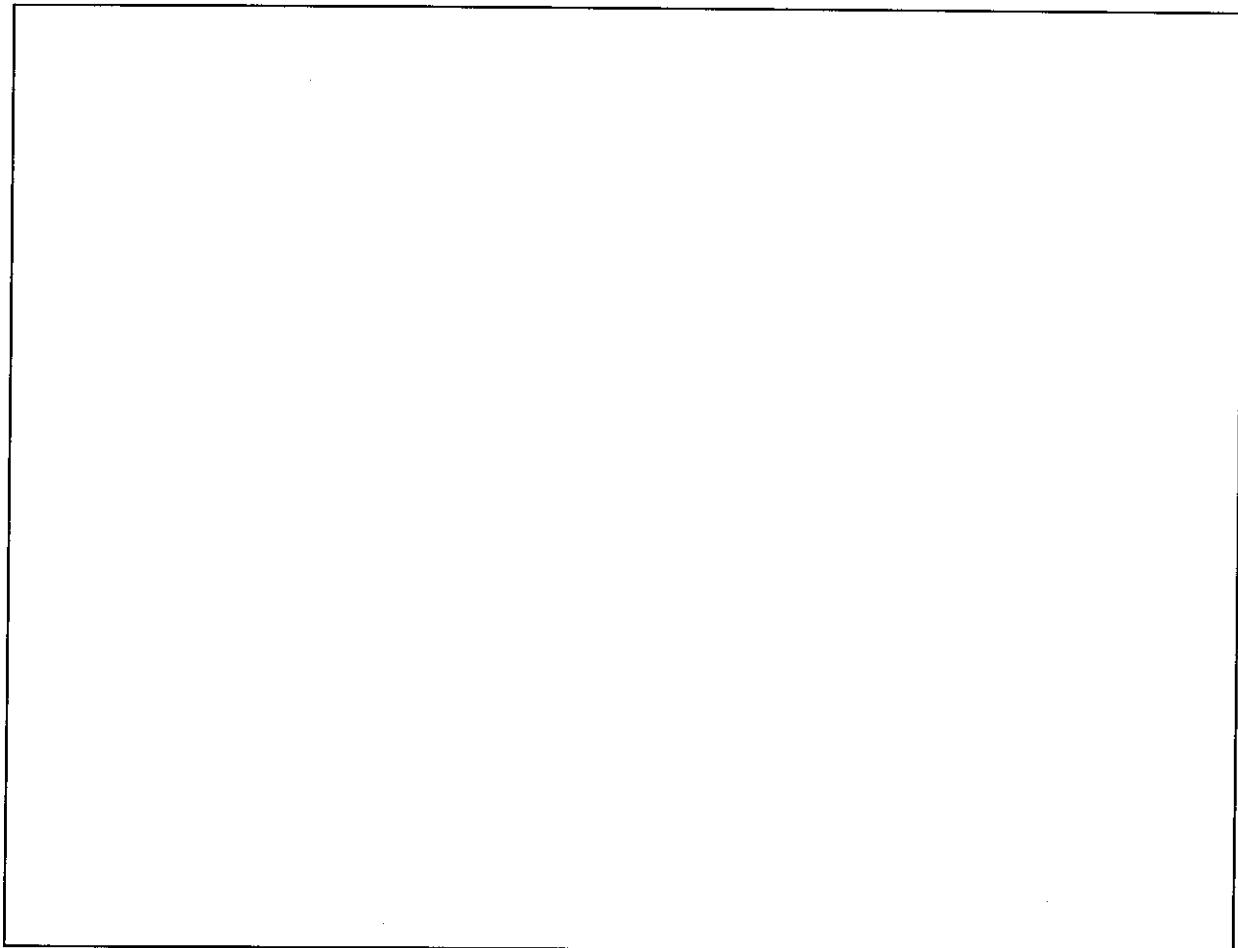
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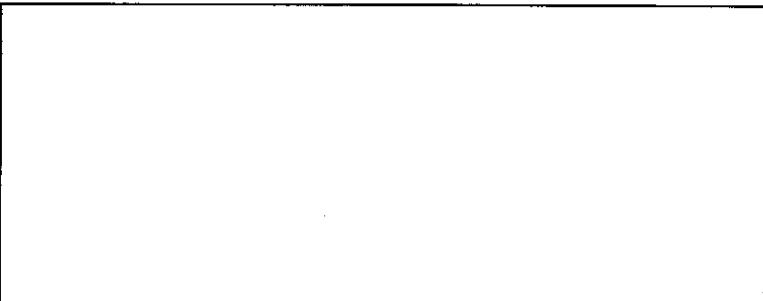


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2.2.15.1 Privileges and Immunities. As part of our orientation to the Haiti mission and [REDACTED] PAE-HSC will provide our CIVPOL Officers with information on the privileges and immunities associated with being part of the MINUSTAH mission. We will provide up-to-date, specific information and make clear the national and international legal codes that apply to the legal status of CIVPOL Officers in Haiti. We will also emphasize the tremendous responsibility that goes with privilege and immunity.

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2.2.25 Uniform and Equipment Issue

At the end of pre-deployment training, each CIVPOL Officer will then draw uniforms and equipment (Table 2.2-1). Each CIVPOL Officer will sign an Individual Clothing Record reflecting the number of each item received. The Individual Clothing Record will identify those items that are non-expendable, such as flashlights, so that they can be returned to PAE-HSC when the officer completes his tour of duty. The duffle bags issued to each officer will be sufficiently large enough to accommodate the individual's uniforms and equipment. The issue of individual uniforms and equipment will be entered into the CIVPOL DB. All CIVPOL Officers who are armed will get body armor.

TABLE 2.2-1. INDIVIDUAL UNIFORMS & EQUIPMENT FOR HAITI CIVPOL

Item	Qty
Boots, Black (SWAT®, Magnum Response® or Equivalent)	2 Pair
Dress Shoes, Black (Rocky® Chukka Boot® or Equivalent)	1 Pair
Socks (Boot, Thorlo® or Equivalent)	4 Pair
Socks, Black (Dress)	3 Pair
Dress Shirt, Long Sleeve, White 100% Dacron (LawPro® or Equivalent)	1 Each
Dress Pants, Navy (5.11® or Equivalent)	1 Pair
Tie, Black	1 Each
Belt, Dress, Black	1 Each
Shirt, Uniform, White (Polo Style with Embroidering)	4 Each
BDU Pants, Blue (5.11® or Equivalent)	4 Pair
Sweater, Navy Blue (Woolly-Poly® or Equivalent)	1 Each
Windbreaker, Black (LawPro®, Centurion Duty or Equivalent)	1 Each
Baseball Cap, (Summer Weight, Adjustable, POLICE Logo)	1 Each
US Flag Patch	8 Each
Engraved Nameplate, Silver (Brass, 5/8" x 2 1/4, Clasp Back)	1 Each
Thermal Underwear (Tops and Bottoms)	1 Each
Whistle, Metal, Silver	1 Each
Sunglasses	1 Each
Gloves, Black (Searchmaster®, Dura-Thin® or Equivalent)	1 Pair
*All Weather Rain Gear (Jacket, Pants, Hood Hi-Visibility)	1 Set
*Body Armor Level IIIA (Outer, Kevlar® or Equivalent)	1 Each
*Reflective Traffic Vest with POLICE Logo	1 each
*Wheeled Duffle Bag, Black (Large Capacity, Lockable)	1 Each
*Equipment Bag, Black (LawPro® Tactical or Equivalent)	1 Each
*Fanny Pack Holster, Black for Beretta 9mm 92-FS	1 Each
*Shield (Design To Be Determined)	1 Each
*Pocket Tool, Basic (Leatherman® or Equivalent w/Pouch)	1 Each

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TABLE 2.2-1. INDIVIDUAL UNIFORMS & EQUIPMENT FOR HAITI CIVPOL

Item	Qty
*Raid Vest, Black (with POLICE Logo in White Lettering on Back)	1 Each
*Baton, 21 Inch with Holder (ASP® or Equivalent)	1 Each
*Flashlight (Mag-Lite® 3 D Cell or Equivalent, with Batteries and Spare Bulb)	1 Each
*Flashlight (Mini Mag or Equivalent, with Batteries and Spare Bulb)	1 each
*Handcuffs	1 Each
*Weapon Cleaning Kit (For 9 mm Pistol)	1 Each
*Outer Duty Belt (LawPro®, Uncle Mike's® or Equivalent)	1 Each
*Inner Duty Belt (LawPro®, Uncle Mike's® or Equivalent)	1 Each
*Holster for Beretta Model 92 FS ((LawPro®, Uncle Mike's® or Equivalent)	1 Each
*Magazine Pouch to Hold two (2) Magazines for Beretta 92FS (LawPro®, Uncle Mike's® or Equivalent)	1 Each
*Handcuffs Case (LawPro®, Uncle Mike's® or Equivalent)	1 Each
*Radio Holder (LawPro®, Uncle Mike's® or Equivalent)	1 Each
*Chemical Agent Spray Holder (LawPro®, Uncle Mike's® or Equivalent)	1 Each
*Flashlight Holder LawPro®, Uncle Mike's® or Equivalent)	1 Each
*Glove Holder (LawPro®, Uncle Mike's® or Equivalent)	1 Each
*Belt Keepers 4 Pack (LawPro®, Uncle Mike's® or Equivalent)	1 Each
*Key Holder (LawPro®, Uncle Mike's® or Equivalent)	1 Each
*Personal First Aid Kit and Holder	1 Each
*Chemical Agent Spray (4 oz)	1 Each
*Sleeping Bag (Insulated, Ultra light)	1 Each
*Sleeping Bag Pad	1 Each
*Mosquito Netting	1 Each
*Beretta Model 92-FS with night sights and 3 magazine	1 Each
*Magazines for Beretta Model 92-FS	3 Each
*Glove Carrier, Large (To Hold 4 Pair of Latex Gloves)	1 Each
Gloves, Latex (Lightly Powdered, 50 / 100 Count)	1 Box
Antibacterial Hand Wipes 100 Count per Box	1 Box
Identification Credentials	1 Each
* INDICATES NON-EXPENDABLE ITEMS	

2.2.26 Lesson Plans and Training Records

PAE-HSC will prepare detailed lesson plans for all training provided and will make these available to DOS upon request. We will also maintain records of training attendance and results of examinations and qualifications as appropriate. Individual training records will be integrated into the CIVPOL DB as will individual clothing records and weapons inventories as shown in Figure 2.2-4.

2.2.27 Quality Management Of Pre-Deployment Training and Support

PAE-HSC will integrate our quality management processes into Pre-Deployment Training and Support. The Training Coordinator is directly responsible to the PM for the quality of training and the continuous improvement of the training program. Our corporate quality management staff will continuously evaluate our training program for compliance, relevance, achievement of performance standards, training record management and acknowledgement and implementation of lessons learned.

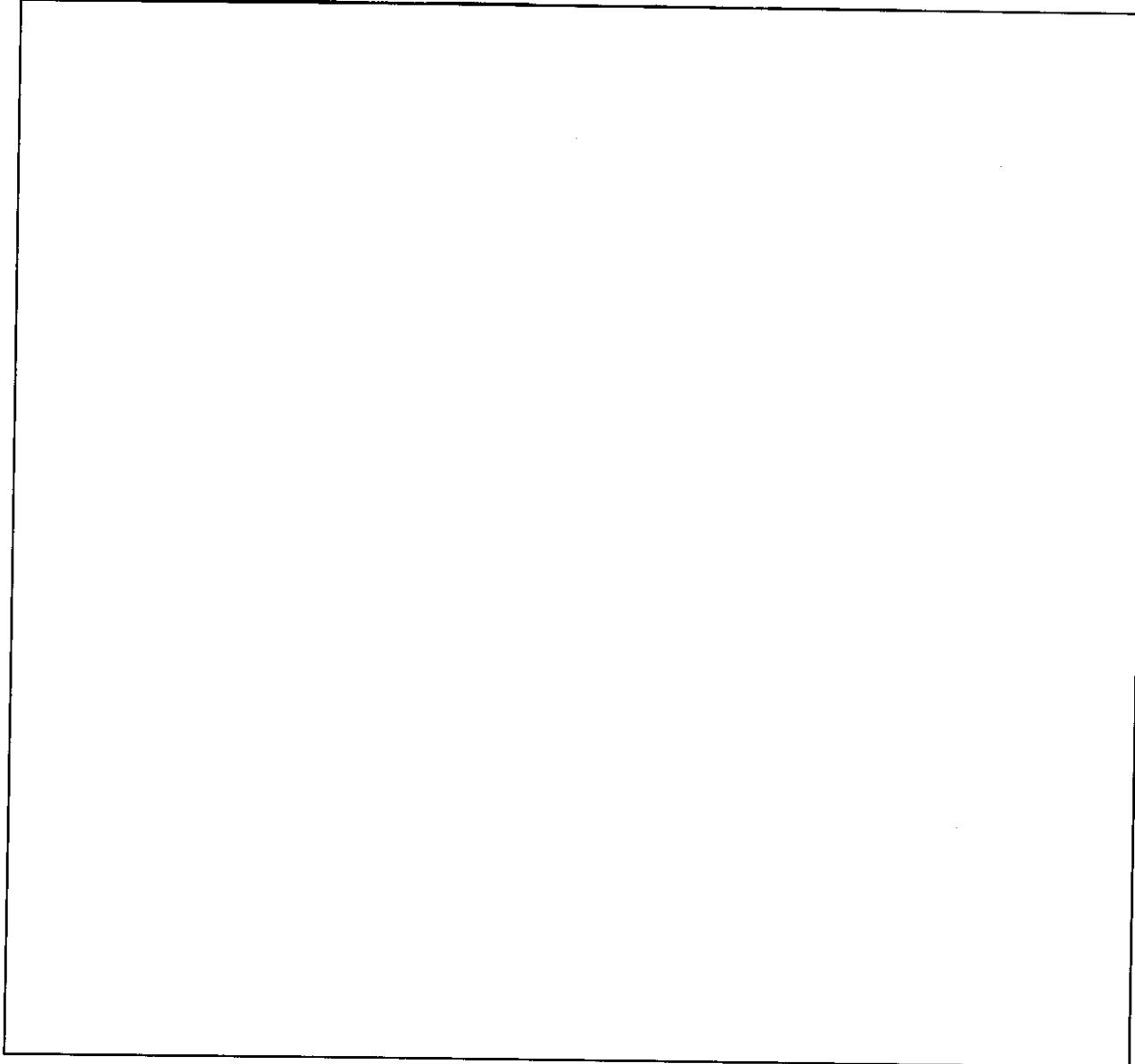
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2.4.2.1 HPMO Organization. The HPMO (Figure 2.4-2) will be operational within [] of TA and will be the center of PAE-HSC's comprehensive administrative and logistical support to deployed CIVPOL Officers. In addition to providing offices for the HDPM, Logistics Supervisor/Armorer, and Medical Director, the HPMO will provide sleeping accommodations for CIVPOL Officers on travel status and robust MWR facilities. There will also be secure storage for weapons and ammunition and secure parking for CIVPOL vehicles. The entire compound is gated and will be guarded on a 24/7 basis using our local security subcontractor. However, we do not envision for the HDPM and his staff to be office bound. Rather, we intend for them to be out tending to the needs of our CIVPOL contingent wherever they may be assigned.

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CONTRACT #: S-LMAQM-04-C-0033 HAITI CIVILIAN POLICE

PAGE 39
4 AUGUST 2004

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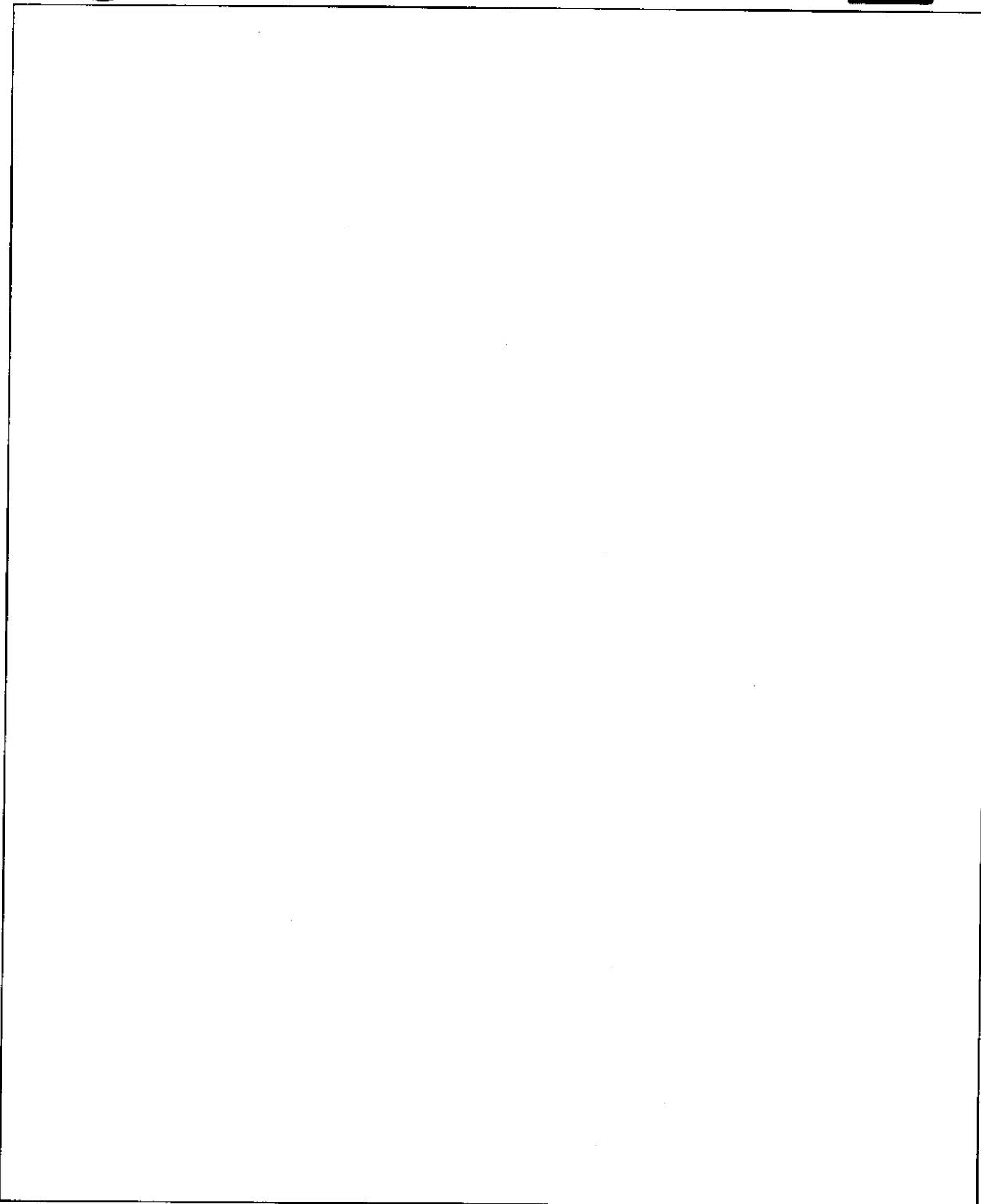
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B4, B6



VOLUME II - TASK ORDER TECHNICAL RESPONSE
CONTRACT #: S-LMAQM-04-C-0033 HAITI CIVILIAN POLICE

PAGE A1-12
4 AUGUST 2004

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B4, B6

VOLUME II - TASK ORDER TECHNICAL RESPONSE
CONTRACT # S-LMAQM-04-C-0033 HAITI CIVILIAN POLICE

PAGE A1-13
4 AUGUST 2004

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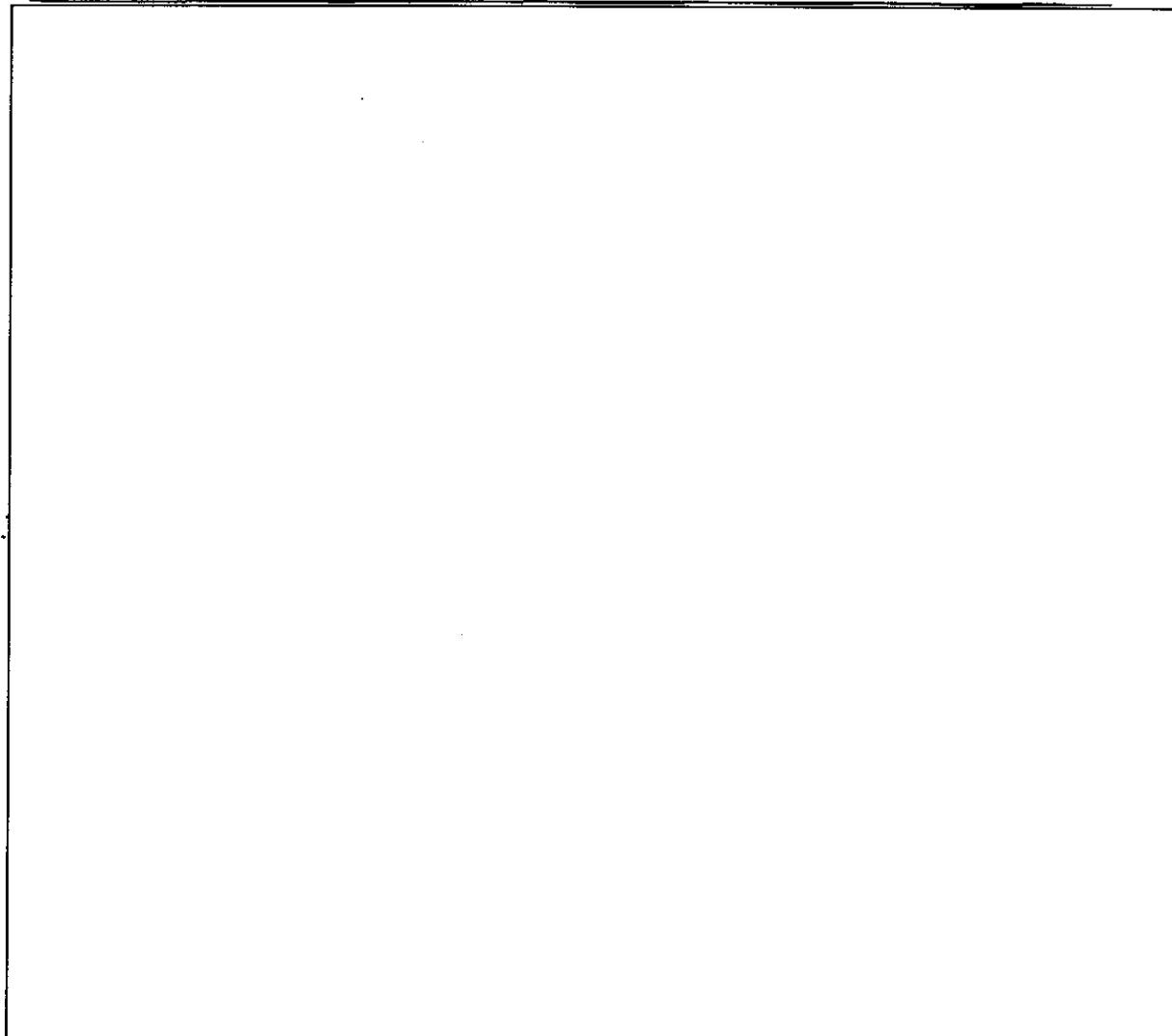
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VOLUME II - TASK ORDER TECHNICAL RESPONSE
CONTRACT #: S-LMAQM-04-C-0033 HAITI CIVILIAN POLICE

PAGE A1-14
4 AUGUST 2004

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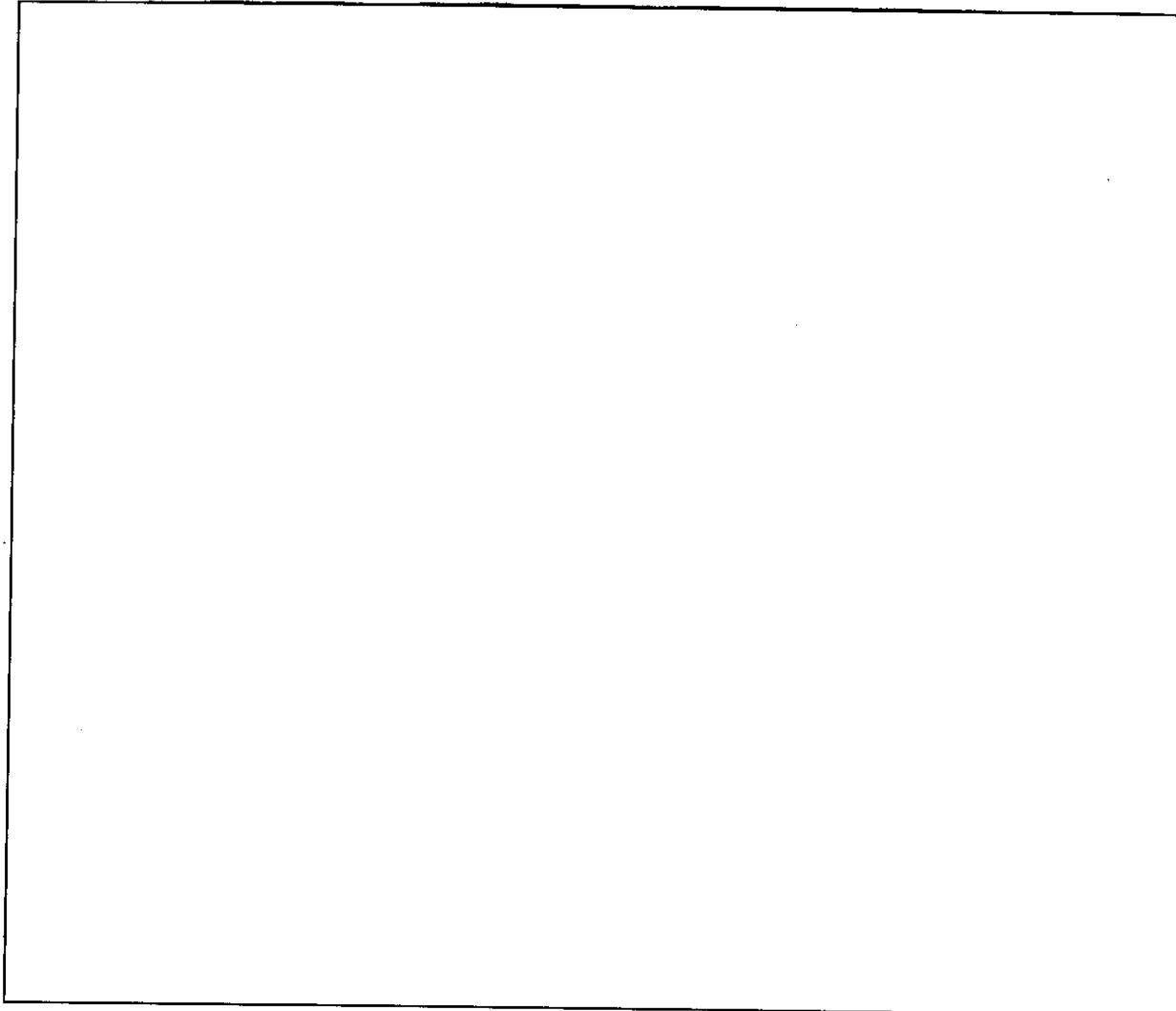
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B4, B6



VOLUME II - TASK ORDER TECHNICAL RESPONSE
CONTRACT #: S-LMAQM-04-C-0033 HAITI CIVILIAN POLICE

PAGE A1-14
4 AUGUST 2004

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HAITI CIVILIAN POLICE PROGRAM



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VOLUME II - TECHNICAL PROPOSAL
TABLE OF CONTENTS

<u>Section/Paragraph</u>	<u>Page #</u>
Cover Page/Disclosure	N/A
Cover Letter.....	1-2
Table of Contents	i
SECTION 1.0 UNDERSTANDING THE REQUIREMENT	1
1.0 Introduction.....	1
1.1 Background	1
1.2 Objectives of the US Department of State in Haiti.....	1
1.3 PAE-HSC Responsibilities Under Haiti Task Order.....	2
SECTION 2.0 TECHNICAL CAPABILITY (Concept of Operations)	5
2.0 Introduction.....	5
2.0.1 Pre-Planning and Advance Team Reconnaissance - Haiti	5
2.0.2 PAE-HSC Task Organization for the Haiti CIVPOL Mission	6
2.0.3 Capability to Expand	7
2.0.4 Concept of Operations	7
2.0.5 Reports	7
2.0.6 Conclusion.....	8
2.1 Identify, Recruit and Pre-Screen.....	9
2.2 Pre-Deployment Training and Selection.....	20
2.3 Deploy Trained and Equipped CIVPOL Officers	34
2.4 Support Deployed CIVPOL Officers in Haiti.....	38
2.5 Procurement Activities in Support of HNP, HNP Academy, and Specialized HNP Units	53
2.6 Deployment of Technical Advisors and Training Teams	56
SECTION 3.0 PHASE-IN PLAN AND MILESTONE CHART	58
3.0 Objectives	58
3.1 Phase-In Schedule and Milestone Events	58
3.2 Planning and Preparation for Additional Contingents.....	58
3.3 Quality Management of Phase-In.....	58
3.4 Conclusion	59
Figure 3-1 PAE-HSC Milestone and Phase-In Chart.....	60
SECTION 4.0 KEY PERSONNEL	65
4.0 Introduction.....	65
4.1 Objectives	65
4.2 Key Personnel.....	65
APPENDICES	
Appendix 1 Resumes.....	A1-1
[Redacted box]	
Appendix 2 Sample Training Plan.....	A2-1
Sample Pre-Deployment Training Schedule	A2-2

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SECTION 1.0 UNDERSTANDING THE TECHNICAL REQUIREMENT

1.0 Introduction

PAE-HSC is pleased to present this overview of our understanding of the Haiti CIVPOL requirement and our approach to accomplishing this vital and important mission.

1.1 Background

Leading up to the departure of former President Aristide from power in February 2004, the Haitian National Police (HNP) had become politicized, corrupt, and suffered from poor training and leadership. In response to deteriorating conditions in Haiti, the United Nations (UN) established the UN Stabilization Mission in Haiti (MINUSTAH) under UN Security Council Resolution 1542. We understand that the Resolution authorizes a Civilian Police (CIVPOL) component of 1622 officers from a number of nations. We further understand that the mission of the MINUSTAH CIVPOL component is to "...assist the Transitional Government in monitoring, reforming, and restructuring the Haitian National Police, consistent with democratic policing standards, including through the vetting and certification of its personnel, advising on its reorganization and training, including gender training, as well as monitoring/mentoring members of the Haitian National Police...."

PAE-HSC understands that MINUSTAH CIVPOL Officers may be deployed in the ten *Commissariats de Départements* (Regions) as security permits and the majority of the *Commissariats d' Arrondissement* (Districts) of Haïti. MINUSTAH CIVPOL tasks include assisting in the training of HNP, vetting of new and existing officers, field training, internal investigations, accompanying HNP on patrol, providing advice on organizational and management issues, and monitoring and reporting on the activities of the HNP. We understand that some of the *Commissariats d' Arrondissement* are without HNP at present because the police stations were damaged or destroyed.

PAE-HSC understands that United States (US) CIVPOL Officers will serve under the operational command of MINUSTAH alongside officers from many other countries. We understand that the official language of the MINUSTAH mission is French and that all officers must pass a French language examination upon arrival in Haiti. PAE-HSC understands that MINUSTAH will make duty assignments and will provide induction training for CIVPOL Officers upon their arrival in Haiti. We understand that the UN will provide transportation to Haiti as well as transportation and temporary housing while attending the induction training.

1.2 Objectives of the US Department of State in Haiti

PAE-HSC understands that a primary objective of the US Department of State (DOS) is to provide an initial contingent of 25 US CIVPOL Officers to MINUSTAH. In addition to the basic CIVPOL qualifications, officers for this contingent must be proficient in written and spoken French. They must be appropriately pre-screened and adequately trained and equipped for duty in Haiti. While in Haiti, they must be provided with comprehensive logistical and administrative support. It is important to the UN and DOS desires to have an appropriate gender mix in the MINUSTAH CIVPOL component in order to properly model acceptable behavior for the Haitian government and people.

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An additional DOS objective is to provide procurement services, not to exceed \$1 million year, for technical advisors, equipment, and construction services in support of the development of law enforcement and the criminal justice system in Haiti.

A further DOS objective is to have the capability to deploy technical advisors and training teams to Haiti with expertise in a variety of criminal justice and training specialties in order to reform the criminal justice system in Haiti and the HNP.

PAE-HSC acknowledges that DOS intends for timely implementation of this task order (TO). Specifically, DOS requires deployment of PAE-HSC staff to Haiti within 4 weeks of award of the TO, deployment of 10 CIVPOL Officers with 8 weeks of award of the TO, and the remaining 15 CIVPOL Officers not later than 16 weeks of TO Award (TA).

1.3 PAE-HSC Responsibilities Under Haiti TO

The dynamic nature of the CIVPOL program, with its changing geographical and operational focus, demands the ability to constantly refine one's approach. Although specific Task Orders under the program share common features, there are significant departures. We understand the nuances that come into play when simultaneously serving both DOS and the United Nations.

Our primary responsibility is to providing responsive quality service to the DOS.

Upon TA, PAE-HSC's responsibility is to establish and maintain the US CIVPOL contingent to MINUSTAH. We are responsible for recruiting 25 officers who meet or exceed the basic CIVPOL requirements outlined in the Contract, SLMAQM-04-C-0033, and who are proficient in written and spoken French. We understand that Creole language proficiency is also desired. The contingent of 25 is to be in general accordance with the percentages noted in Section C of the Contract, although this may be subject to change based on the needs of the mission. We will include a sufficient number of individuals with supervisory and command experience to meet the needs of the mission.

PAE-HSC will pre-screen candidates to include ensuring that officers have the requisite experience, conducting background, disciplinary, criminal, and credit checks, ensuring that candidates have the requisite medical examinations and immunizations, and any similar requirements of DOS. We understand that we are responsible for obtaining security clearances for CIVPOL Officers and that it is anticipated that one officer on this mission will be required to have a security clearance. Pre-screening must be completed prior to the start of training and that we must maintain comprehensive records on each applicant.

In addition to recruiting and pre-screening, we will provide pre-deployment training and support. This includes establishing a training facility within a two-hour driving distance of Washington, DC, and allowing DOS access as necessary between training sessions and, at a minimum, from 7:00 a.m. to 10 p.m. during training sessions. The facility will have office space and equipment, including high-speed Internet access, for two DOS officials as well as secure storage space for training materials between training periods. The training facility will include a dedicated classroom with audio/visual equipment,

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capable of comfortably accommodating up to 50 people with space for note taking and completion of written forms. We will provide transportation, lodging and meals for candidates attending pre-deployment training and the training facility will be able to accommodate mixed gender classes.

Pre-deployment training and support under this TO include: on-site and headquarters program management; appropriate medical screening, testing, immunizations and vaccinations as required for Haiti; psychological assessment; physical fitness and agility testing; training in defensive tactics; handgun, rifle and shotgun training and qualification; vehicle qualification; teamwork/leadership training; information on Haitian history and culture; an orientation by those who have been in Haiti, training on the honor code - to include trafficking in persons and a briefing on privileges and immunities; and other mission-appropriate coursework determined by the State Department.

We will provide qualified training personnel and equipment as approved by DOS and designate a single point of contact, with decision-making authority, to coordinate all training-related issues with DOS. Further, we will provide training documentation, such as lesson plans, to DOS and undertake any other unanticipated actions with respect to training requested by DOS.

As part of pre-deployment training and support, PAE-HSC is to provide each selected CIVPOL Officer personal equipment including a 9mm handgun, uniforms suitable for Haiti, rain gear, web gear, boots, and other equipment as necessary and approved by DOS.

With respect to the deployment of the 25 CIVPOL Officers, PAE-HSC understands our responsibility to coordinate travel arrangements with the UN and to deploy as soon as possible after pre-deployment training is complete. Our deployment support will include transportation to the airport and assistance with baggage. While we understand that the UN is responsible for local transportation and temporary lodging upon arrival in Haiti, PAE-HSC will be prepared to provide that support if needed. Finally, we will provide DOS and MINUSTAH with all necessary records and documentation for each officer.

PAE-HSC will establish a Haiti Program Management Office (HPMO) adequately staffed to fulfill the functional requirements of a manager, logistician, armorer, and medical director, as well as administrative support. The PAE-HSC project support staff will be responsible to provide comprehensive logistical, technical, and administrative support for the US CIVPOL contingent in Port-Au-Prince or off-site and any unanticipated services needed to support the program and the CIVPOL Officers. The support required for deployed personnel includes assistance in obtaining local housing, routine and emergency medical support, morale, welfare, and recreation facilities, equipment repair and replacement, secure weapons storage facility, and any other support approved by DOS. Equipment provided will include, at a minimum, the items listed in section C.3.3.1 of the Contract and additional equipment not currently anticipated upon approval by the Contracting Officer (CO) and/or Contracting Officer's Representative (COR) and as directed by the Program Officer. We recognize that CLIN X043 is to be used for supplies and services in support of the CIVPOL Officers and our support personnel.

PAE-HSC will maintain a comprehensive personnel system and personnel records, as well as personnel and equipment inventories and other databases necessary to support the program and the CIVPOL Officers. The personnel system will include a minimum of two performance appraisals per year upon which to base extension and rehiring decisions and these will be available to DOS upon request. PAE-HSC recognizes the need to institute an honor code clearly stating the expectations of the officers and to promptly follow-up on personnel or discipline matters. PAE-HSC understands the requirement to assist

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the State Department as requested in the selection of a Contingent Commander and Deputy Contingent Commander.

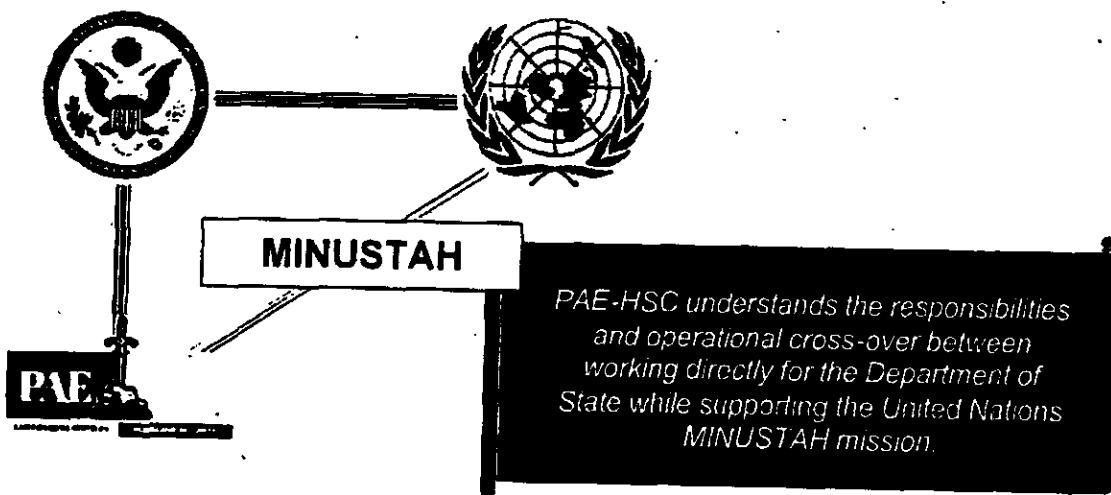
PAE-HSC will provide a compensation and benefits package for CIVPOL Officers basing labor cost estimates on an average workweek of up to, but not to exceed, 70 hours. We understand that the UN determines the work schedules of officers and that work schedules will vary depending upon assignment. We also understand that UN rules provide for not more than 18 leave days per year based on 1.5 days per month. PAE-HSC will implement a system to accurately track the number of hours each officer works and will provide monthly reports to DOS.

PAE-HSC has the capability and experience to provide procurement services. We acknowledge such services shall not exceed \$1 million per year under this TO for technical advisors, equipment, and construction services in support of the development of law enforcement and the criminal justice system in Haiti under CLIN X040 of the contract. We understand the requirement to obtain three competitive price quotes for every purchase over \$2,500 of supplies, services, and sub-contracts under the Cost Reimbursement CLIN, and to submit evidence of the three quotes with our cost reimbursement invoices.

Upon request of DOS, PAE-HSC is prepared to deploy technical advisors and training teams to Haiti with expertise in and capability to deliver assistance in the broad variety of categories as listed in sections C.3.9.2, C.3.9.3 and C.3.9.10 of the Contract.

With respect to timeliness, PAE-HSC will deploy our initial project staff within 4 weeks of TA, the first 10 CIVPOL Officers within 8 weeks of TA, and the remaining 15 CIVPOL Officers within 16 weeks of TA.

Finally, PAE-HSC will assist the INL CO in Haiti and the DOS officers traveling to Haiti in accomplishing their assigned duties.



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SECTION 2.0
TECHNICAL APPROACH
(CONCEPT OF OPERATIONS)

2.0 Introduction

PAE-HSC is pleased to present this overview of our technical approach to accomplishing the CIVPOL Mission in Haiti. Our approach is based on nearly 50 years of recruiting, screening, deploying and supporting US personnel in remote and often hostile environments around the world to serve DOS, the UN, and OSCE, as well as other international and US government agencies. PAE has successfully recruited and sustained over 50,000 personnel in locations such as the Balkans, Honduras, East Timor, Afghanistan, Liberia, Sudan, and Columbia. PAE has frequently provided the "point person" to be the first in-country to assess critical infrastructure and establish essential capabilities including base camps, utilities, food service, etc. PAE brings proven approaches and systems from directly comparable contracts for DOS such as OSCE REACT, Moscow Support Services, and Peacekeeping/Capacity Enhancement/Surveillance Efforts - African Continent.

PAE is currently working for the UN either through DOS or direct, in Liberia, Cote d'Ivoire, the Democratic Republic of Congo, Sierra Leone, Ethiopia, Eritrea, and East Timor. We are intimately familiar with the level of support provided by the UN.

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2.0.2 PAE-HSC Task Organization for the Haiti CIVPOL Mission

PAE-HSC has developed a task organization (Figure 2-1) for the Haiti CIVPOL mission. The PAE-HSC CIVPOL Program Management Office (WDC PMO) in Rosslyn, Virginia, is directly responsive to the DOS CIVPOL Program Officer and CO, and has overall responsibility for the Haiti CIVPOL mission. Initial tasks of the WDC PMO are to identify, recruit, pre-screen, train, equip, and deploy CIVPOL Officers for the Haiti mission. The WDC PMO will also be responsible for procurement activities in support of the HNP and for providing technical advisors and training teams. Our HPMO will have primary responsibility for providing comprehensive administrative and logistical support for our CIVPOL Officers deployed in Haiti.

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2.0.3 Capability to Expand

PAE-HSC understands the potential for the scope of the mission and the size of the US CIVPOL contingent to grow based on the needs of MINUSTAH and the financial resources available to DOS. We

VOLUME II - TASK ORDER TECHNICAL RESPONSE
CONTRACT #: SLMAQM-04-C-0033 HAITI CIVILIAN POLICE

PAGE 6
4 AUGUST 2004

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have the capability to expand operations in Haiti to meet mission requirements over the next several years. For example, if the size of the US CIVPOL Contingent expands to 160 and we are required to deploy CIVPOL Officers to the nine provinces in sufficient numbers, PAE-HSC has the capability to establish Regional Support Centers staffed with Logistics Coordinators and Medics.

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2.0.4 Concept of Operations

PAE-HSC's Concept of Operations for the Haiti CIVPOL mission is provided in detail in the following Sections:

- 2.1 **Identify, Recruit and Pre-Screen.** How we will provide the well-qualified CIVPOL Officers for the Haiti mission.
- 2.2 **Pre-Deployment Training and Selection.** How we will prepare CIVPOL Officers for their mission in Haiti.
- 2.3 **Deploy Trained and Equipped CIVPOL Officers.** How we will get the CIVPOL Officers to Haiti ahead of schedule.
- 2.4 **Support Deployed CIVPOL Officers in Haiti.** How we will take care of our CIVPOL Officers in Haiti.
- 2.5 **Procurement Activities in Support of HNP, HNP Academy, and Specialized HNP Units.** How we will buy essential equipment and services to develop local capacity in Haiti.
- 2.6 **Deployment of Technical Advisors and Training Teams.** How we will recruit, deploy, and support qualified individuals for short-term assignment in Haiti.

A copy of PAE-HSC's detailed Phase-In Plan and Milestone Chart is provided in Section 3.0. We have also identified the Key Personnel in Section 4.0 and provided the resumes of those individuals plus other US support staff we will deploy to Haiti in Appendix 1. Finally, we have included as Appendix 2 a sample training schedule for the pre-deployment training of those CIVPOL Officers selected for the Haiti mission.

2.0.5 Haiti Reports

PAE-HSC will provide a Monthly Report as described and set forth in the TO, to include accurate reporting of the number of hours CIVPOL Officers worked. Monthly reports will consist of a combined technical and financial progress report that will summarize the progress made during the month.

2.0.5.1 Technical Reports. Technical Reports will address overall progress, difficulties encountered, remedial actions taken and anticipated activity during the subsequent month of activity.

2.0.5.2 Financial Status Reports (FSRs). FSRs will include cumulative costs and direct labor hours expended from the effective date of the TO through the last day of the current reporting month. A cumulative incurred cost per direct labor hour average computation will also be included so as to be able to compare the result to the average cost per direct labor hour derived from the estimated cost of the TO. FSRs will also show actual costs and direct labor hours expended during the current reporting month as

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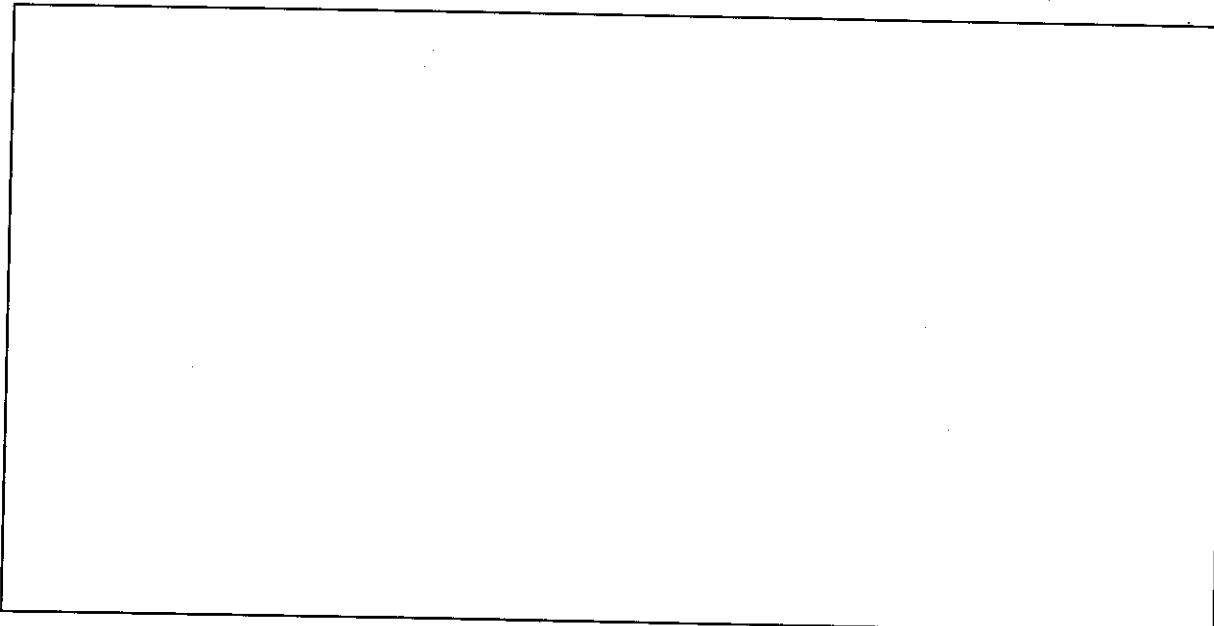


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well as costs and direct labor hours estimated to be expended during the next reporting month. And finally, FSRs will show cumulative monthly actual costs and direct labor hours incurred for each work assignment or task and estimates of costs and labor hours required to complete each work assignment or task.

Reports will be submitted to the CO, (in one copy) and to the COR (in two copies) on or before the fifth day of each month following the first complete calendar month of the contract.



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2.0.6 Conclusion

PAE-HSC has responded to the Haiti CIVPOL TO with a sound organization and concept of operations that is based on our:

- comprehensive understanding of the Haiti CIVPOL mission, DOS' objectives, and our responsibilities,
- demonstrated capability to fulfill all technical requirements of the solicitation,
- proven processes and procedures from other similar contracts,
- advance team reconnaissance of Haiti infrastructure,
- coordination and communication with DOS,
- effective recruiting and database development efforts,
- internal cadre of qualified experienced personnel and technical experts,
- flexibility to meet unanticipated requirements, and
- commitment to respond rapidly to all operational requirements, and provide quality services in a cost-effective manner.

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SECTION 2.1

IDENTIFY, RECRUIT AND PRE-SCREEN

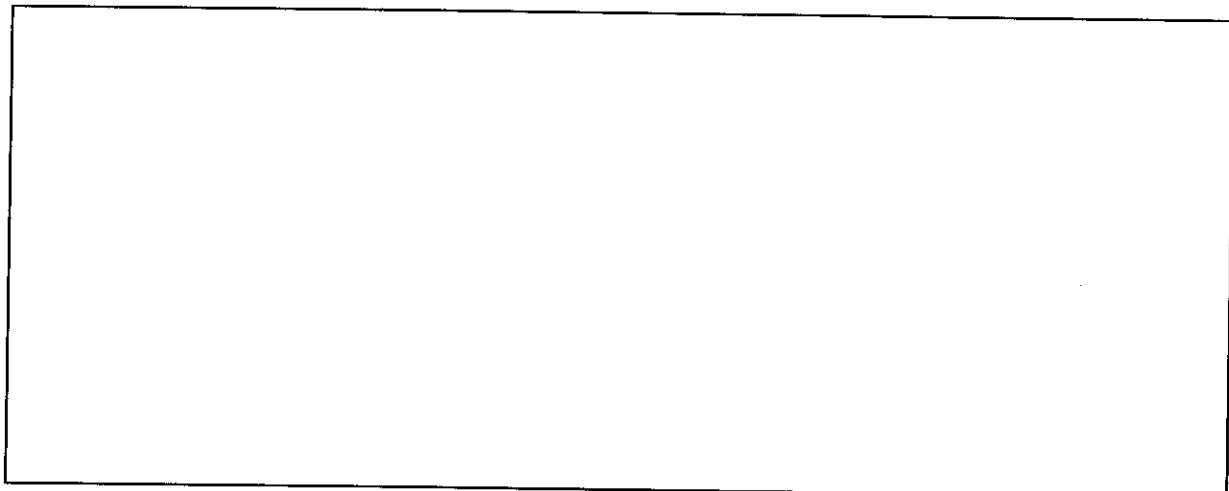
2.1 Introduction

PAE-HSC understands that an effective recruitment and pre-screening program is the cornerstone to successful accomplishment of the CIVPOL mission in Haiti. We understand that the CIVPOL Program will only be as good as the quality of the officers we select. Our goal is not to provide a "warm body," but rather to select candidates with the requisite experience, French language skills, professional bearing, and values to excel as CIVPOL Officers in Haiti. We seek law enforcement candidates who will project the appropriate professional image to the international community and serve proudly as ambassadors of the US.

2.1.1 Key Objectives (Haiti Civilian Police Mission)

Our approaches and techniques that have been successful in recruiting and pre-screening on our REACT and Moscow Embassy contracts, as well as numerous other worldwide operations are consistent, but to optimize our results on the Haiti TO we also will:

- Target recruitment efforts toward experienced American law enforcement officers with French language capability.
- Seek an appropriate gender mix CIVPOL contingent in order to effectively model gender equality in Haiti.
- Vigorously and efficiently pre-screen candidates to ensure that only the best qualified are brought forward for pre-deployment training and selection.



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2.1.2 PAE-HSC CIVPOL WDC PMO

PAE-HSC's WDC PMO in Rosslyn, Virginia (Figure 2.1-1), directs on-going efforts to recruit and pre-screen candidates for the CIVPOL contract.



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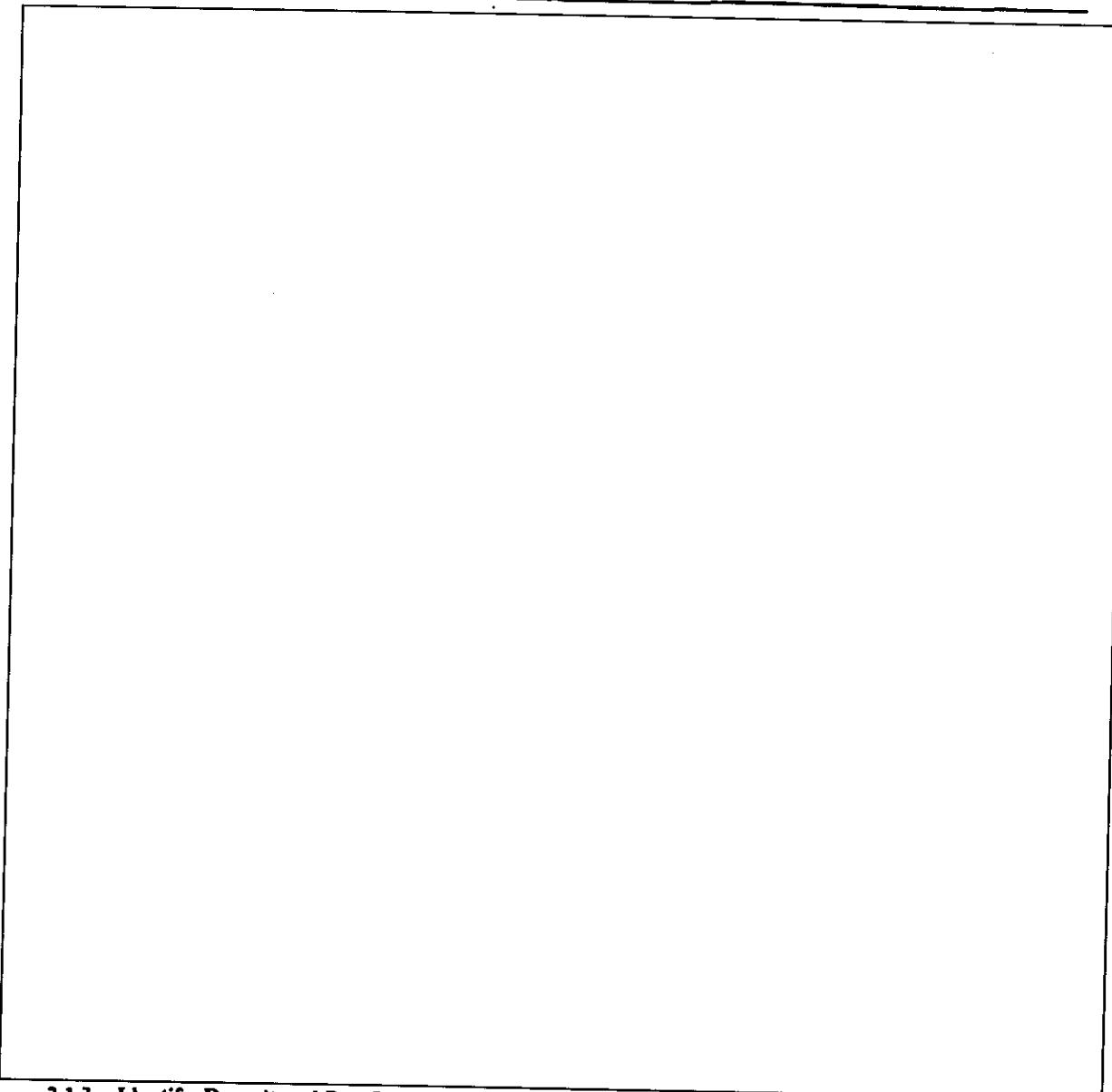
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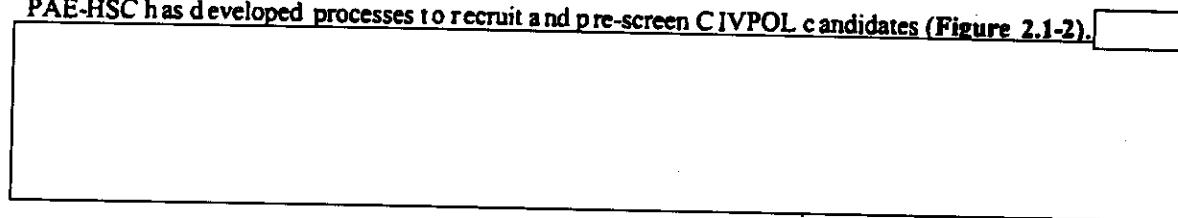


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2.1.3 Identify, Recruit and Pre-Screen Process

PAE-HSC has developed processes to recruit and pre-screen CIVPOL candidates (Figure 2.1-2).



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VOLUME II - TASK ORDER TECHNICAL RESPONSE
CONTRACT #: S-LMAQM-04-C-0033 HAITI CIVILIAN POLICE

PAGE 10
4 AUGUST 2004

USE OR DISCLOSURE OF DATA CONTAINED ON THIS SHEET IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL

UNCLASSIFIED

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B4

VOLUME II - TASK ORDER TECHNICAL RESPONSE
CONTRACT #: SLMAQM-04-C-0033 HAITI CIVILIAN POLICE

PAGE 11
4 AUGUST 2004

USE OR DISCLOSURE OF DATA CONTAINED ON THIS SHEET IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL

UNCLASSIFIED

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2.1.4 Strategy for Identifying CIVPOL Candidates for Haiti

- Our Haiti TO search and pre-screening strategy includes personal and telephonic contacts between our Regional Recruiter/Screeners and their contacts in law enforcement agencies

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TABLE 2.1-1. CANDIDATE AREA OF SPECIALTY

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PAE-HSC has always committed itself to the precepts of employee diversification and equal opportunity. Our commitment to this goal as evidenced by the extremely wide berth of individual and organizational contacts, is shown in our original submittal *Table 2.1-2 Sample Listing Of The Law Enforcement Professional Associations*, beginning with day 1 of populating the database. "Equal Opportunity" for PAE-HSC is simply not slogan written then ignored.

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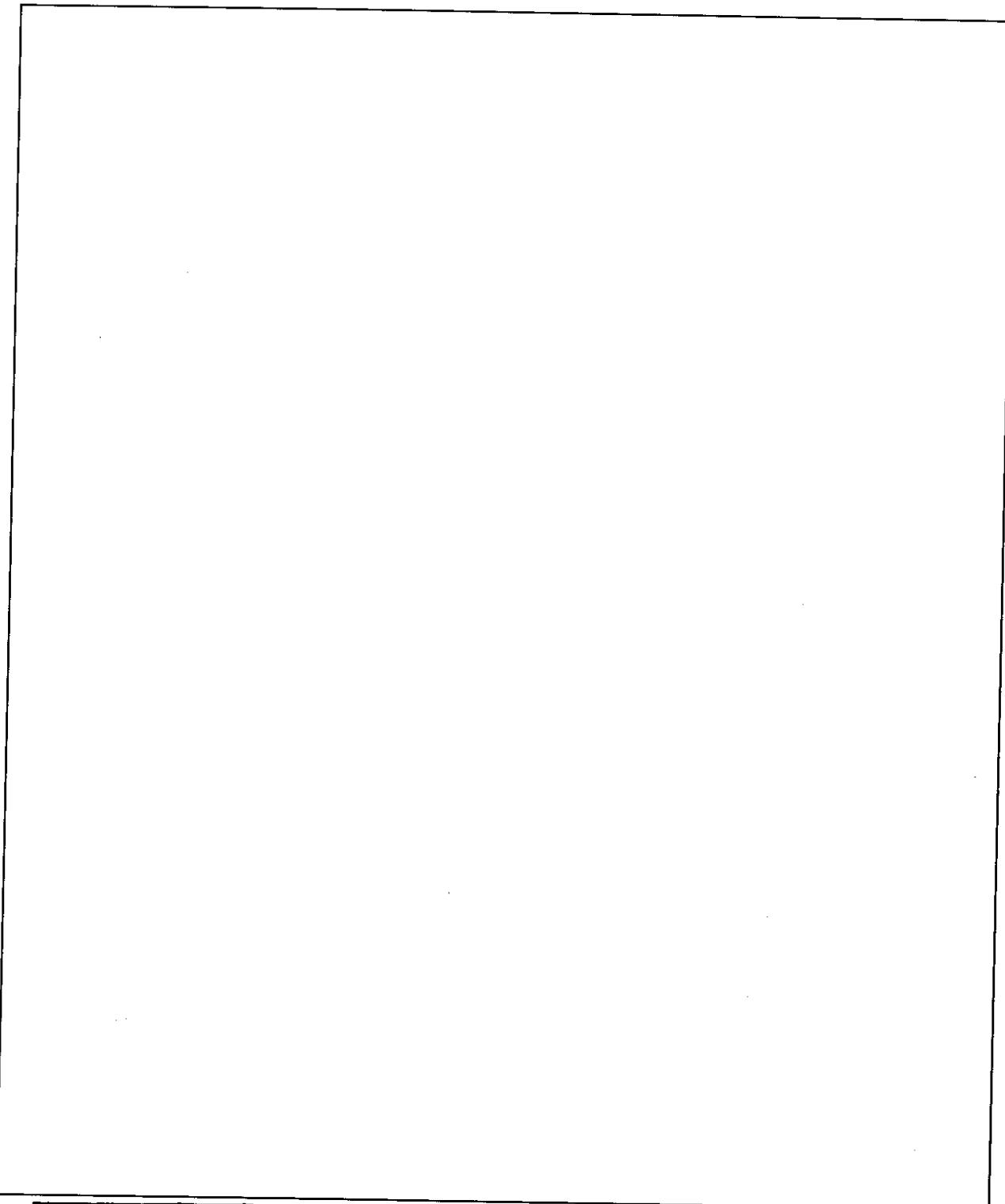
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B4



VOLUME II - TASK ORDER TECHNICAL RESPONSE
CONTRACT #: SLMAQM04-C-0033 HAITI CIVILIAN POLICE

PAGE 14
4 AUGUST 2004

USE OR DISCLOSURE OF DATA CONTAINED ON THIS SHEET IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL.

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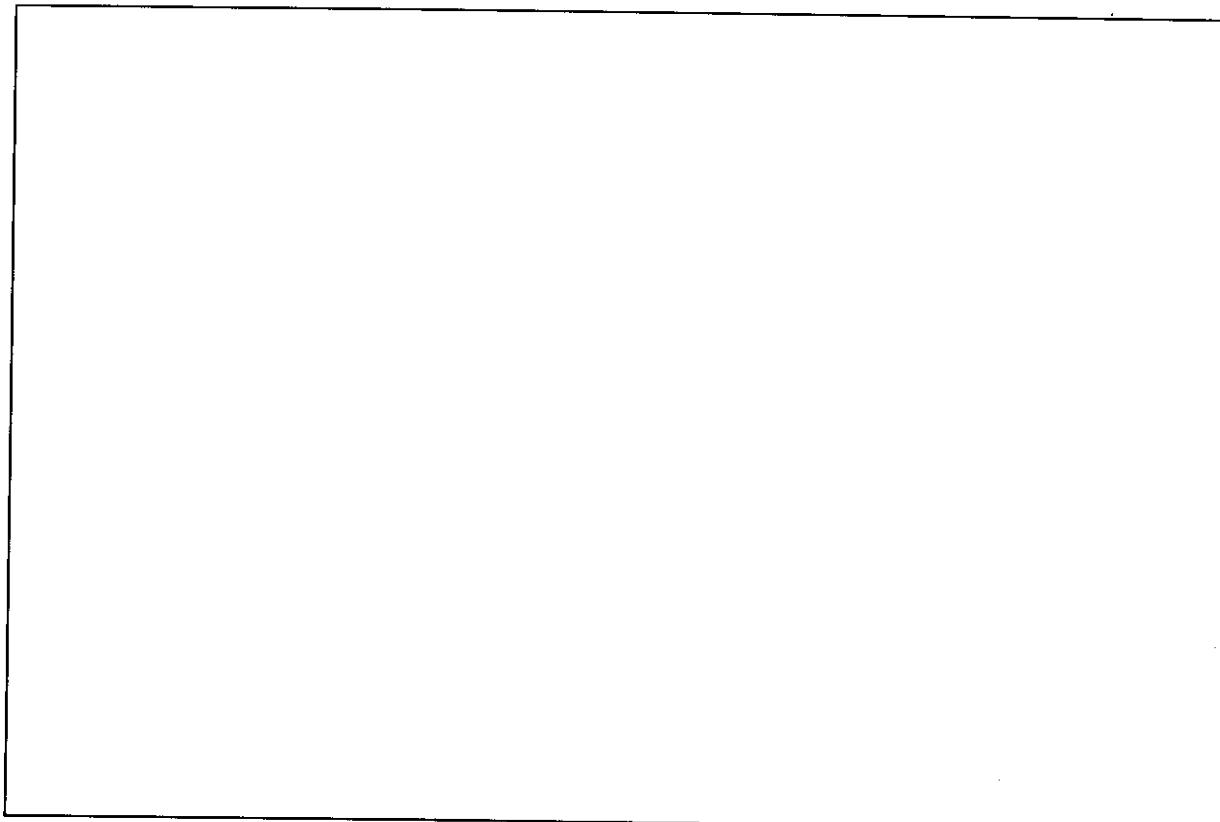
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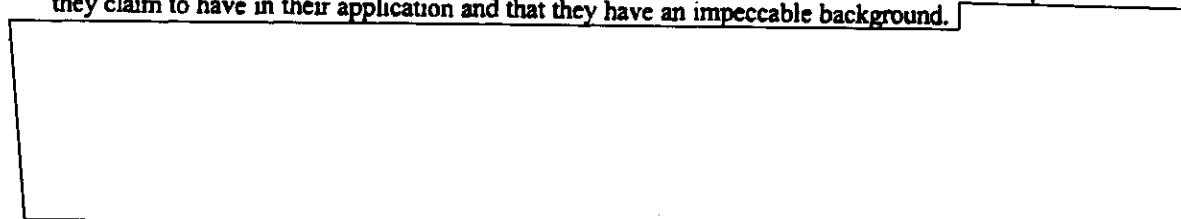


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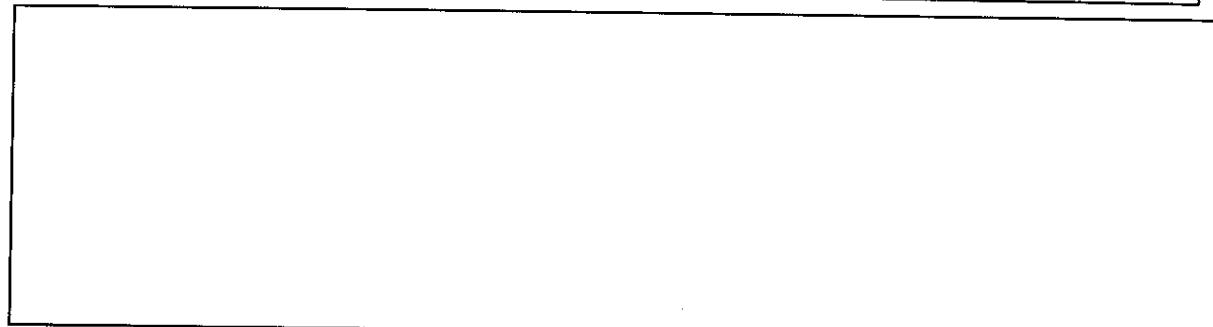


2.1.5 Haiti CIVPOL Candidate Pre-Screening

PAE-HSC understands the importance and the value of comprehensively pre-screening candidates. The pre-screening process is essential to verify that CIVPOL applicants have the credentials and qualifications they claim to have in their application and that they have an impeccable background.



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VOLUME II - TASK ORDER TECHNICAL RESPONSE
CONTRACT #: SLMAQM-04-C-0033 HAITI CIVILIAN POLICE

PAGE 15
4 AUGUST 2004

USE OR DISCLOSURE OF DATA CONTAINED ON THIS SHEET IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL.

UNCLASSIFIED

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2.1.5.3 Application Packet. Once PAE-HSC's Director of Recruiting has verified that the candidates meet the minimum CIVPOL requirements,

2.1.5.4 Initiation of Request for Security

Clearance. PAE-HSC understands that at least one CIVPOL Officer selected for the Haiti mission will require a security clearance. PAE, and our PM in particular, have extensive experience in processing security clearances for new hires. PAE employs approximately 100 DOS TOP SECRET-CLEARED personnel at US Embassies and Consulates within the Newly Independent States (NIS) and Asia. We will work hand-in-hand with DOS to obtain and expedite clearances for CIVPOL Officers selected for specified positions on the Haiti mission.

2.1.5.5 Medical and Dental Examinations. Each candidate for the CIVPOL mission in Haiti will be asked to obtain and submit the written results of a physical and a dental examination. The forms for the examination reports are included in the application packet. PAE-HSC's contracted physician will review the examination reports to determine if the candidate has physical limitations that would preclude his selection as a CIVPOL and serving overseas in a country where the availability of medical care is a concern.

2.1.5.6 Psychological Evaluation. All CIVPOL candidates for the Haiti mission will be asked to complete the Protective Services Report Plus (PSR Plus) psychological battery via the Internet. The PSR Plus, published by IPAT, Inc., assesses job-relevant personality traits that are required for the provision of effective security services. The PSR Plus is based on the industry-wide standard 16 Personality Factor Questionnaire (16PFF) the most respected and widely used measure of adult personality in the world. IPAT, Inc., has, over the past 55 years updated, enhanced, and automated the 16PFF to make it specifically applicable for a variety of applications, including the PSR Plus that focuses on firemen, policemen and others in the protective services.

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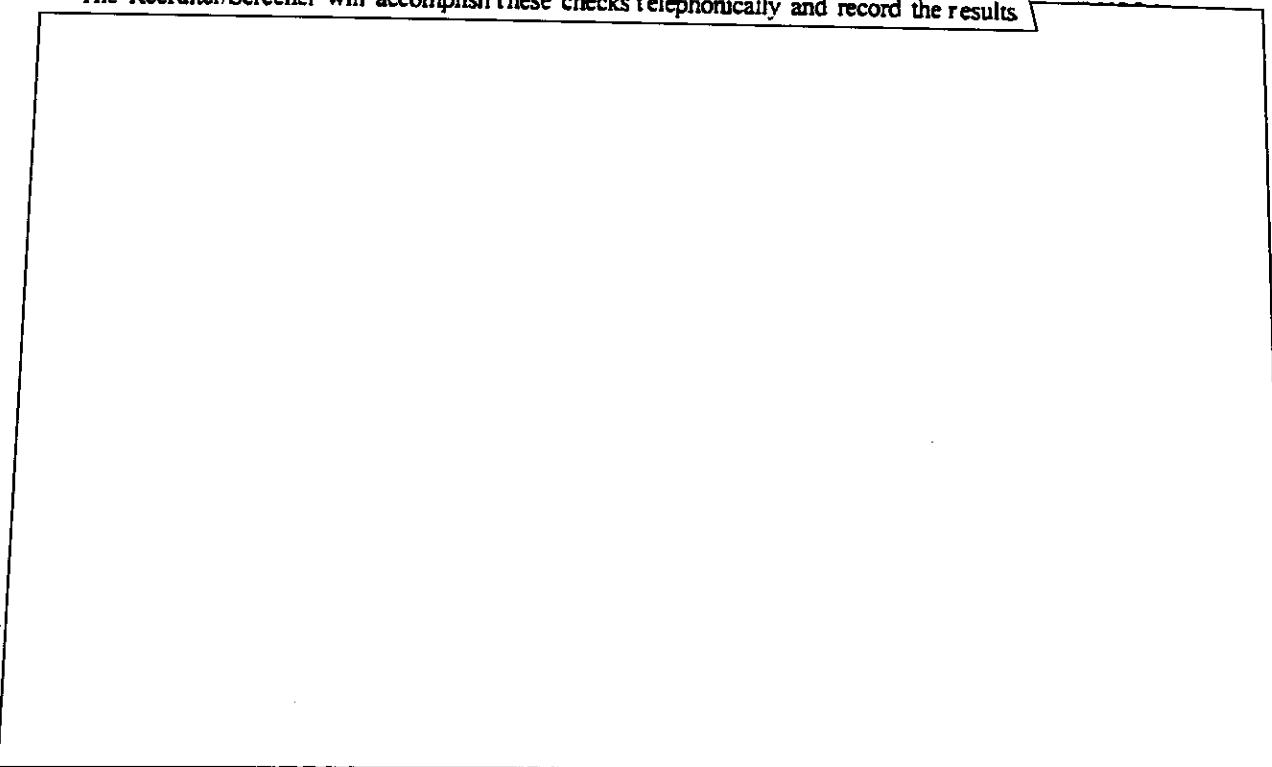


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2.1.5.7 Background Investigation. As soon as the Recruiter/Screener has sufficient information and is assured that the candidate is fully qualified, to include French language proficiency, and sincere about joining the Haiti CIVPOL mission, the Director of Recruiting will initiate a background investigation. Our Recruiters/Screeners are responsible for those portions of the background investigation that can be done in-house. This includes verification of employment and education as well as interview of personal references. The Recruiter/Screener will accomplish these checks telephonically and record the results

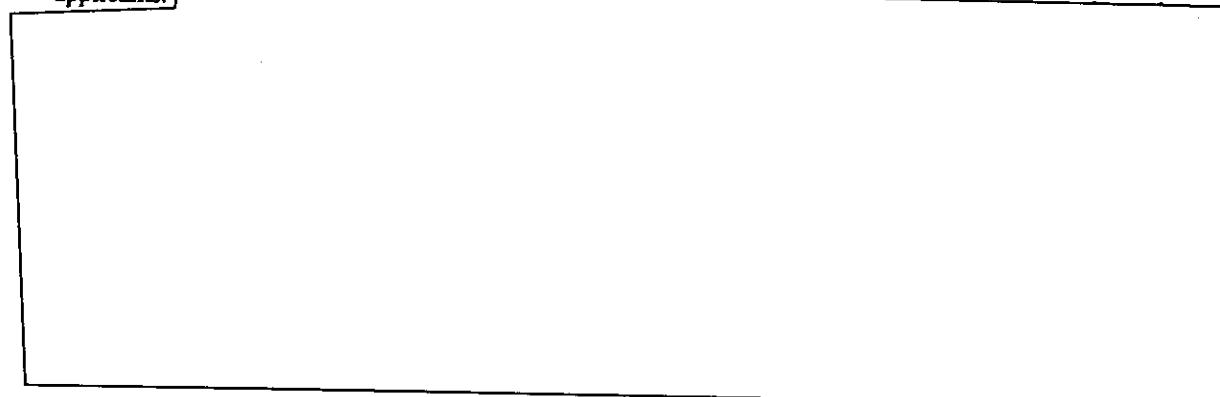
B4



2.1.7 PAE-HSC CIVPOL Database

The PAE-HSC CIVPOL website and database are the mechanisms by which we monitor and track our applicants.

B4



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During the same time frame, the Director of Recruiting reviews the initial screen files and places heavy emphasis upon the "work history" portion of the application process ensuring the "functionality" and "work history" correspond plainly and correctly. In anticipation of the Haiti mission, the Director of Recruiting has personally re-contacted each applicant to ensure desire and availability as well as to fill in blanks or address deficient areas in the applicants' on-line file.

B4

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B4

2.1.9 Quality Management of the Recruit and Pre-Screen Process

PAE-HSC continually validates the quality and effectiveness of the recruiting and pre-screening program. The Director of Recruiting is directly responsible to the PM for quality control of all recruiting and pre-screening functions. Analysis of training evaluations and the performance appraisals of deployed CIVPOL Officers will provide the basis for improvements to the Recruit and Pre-Screen process.

The PM is responsible for contract compliance and performance standards and provides quality assurance of the WDC PMO staff functions. Our corporate quality management staff will oversee and evaluate our WDC PMO operation continually for compliance, relevance, achievement of performance standards, record management and capturing of lessons learned.

In addition, our continuous improvement process requires feedback from DOS in order to further refine and adjust to the mission requirements. Through written requests as well as verbal exchanges, PAE-HSC will conform the quality oversight to the evolving contracts and TOs.

2.1.10 Conclusion

PAE-HSC's approach to Recruiting and Pre-Screening candidates for the Haiti CIVPOL mission is sound. Our recruitment strategy and pre-screening procedures are thorough, well thought out and based on previously successful DOS missions. By following these steps, we will be able to ensure that only the best qualified CIVPOL Candidates are brought forward for Pre-Deployment Training and Selection.

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SECTION 2.2
PRE-DEPLOYMENT TRAINING AND SELECTION

2.2 Introduction

PAE-HSC appreciates the need to properly prepare our CIVPOL Officers for assignment to Haiti. We are fully capable of providing all relevant training, as well as administrative and logistical support. We understand how to conduct training, especially law enforcement training and preparation for overseas deployment. We are also prepared to procure and issue the uniforms and individual equipment our CIVPOL Officers will require in Haiti.

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2.2.2 Pre-Deployment Training and Support Process

The PAE-HSC team offers full training capability because law enforcement training is a core business. PAE-HSC knows how to organize and deliver training. Additionally our management style and organizational structure allows us to decentralize decision-making authority and respond quickly to new or changing requirements. The benefits to DOS are rapid response, the highest level of professional training, flexibility, and corporate accountability. Through a collaborative relationship with DOS, we can provide quality training that

VOLUME II - TASK ORDER TECHNICAL RESPONSE
CONTRACT #: SLMAQM-04-C-0033 HAITI CIVILIAN POLICE

PAGE 20
4 AUGUST 2004

USE OR DISCLOSURE OF DATA CONTAINED ON THIS SHEET IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL

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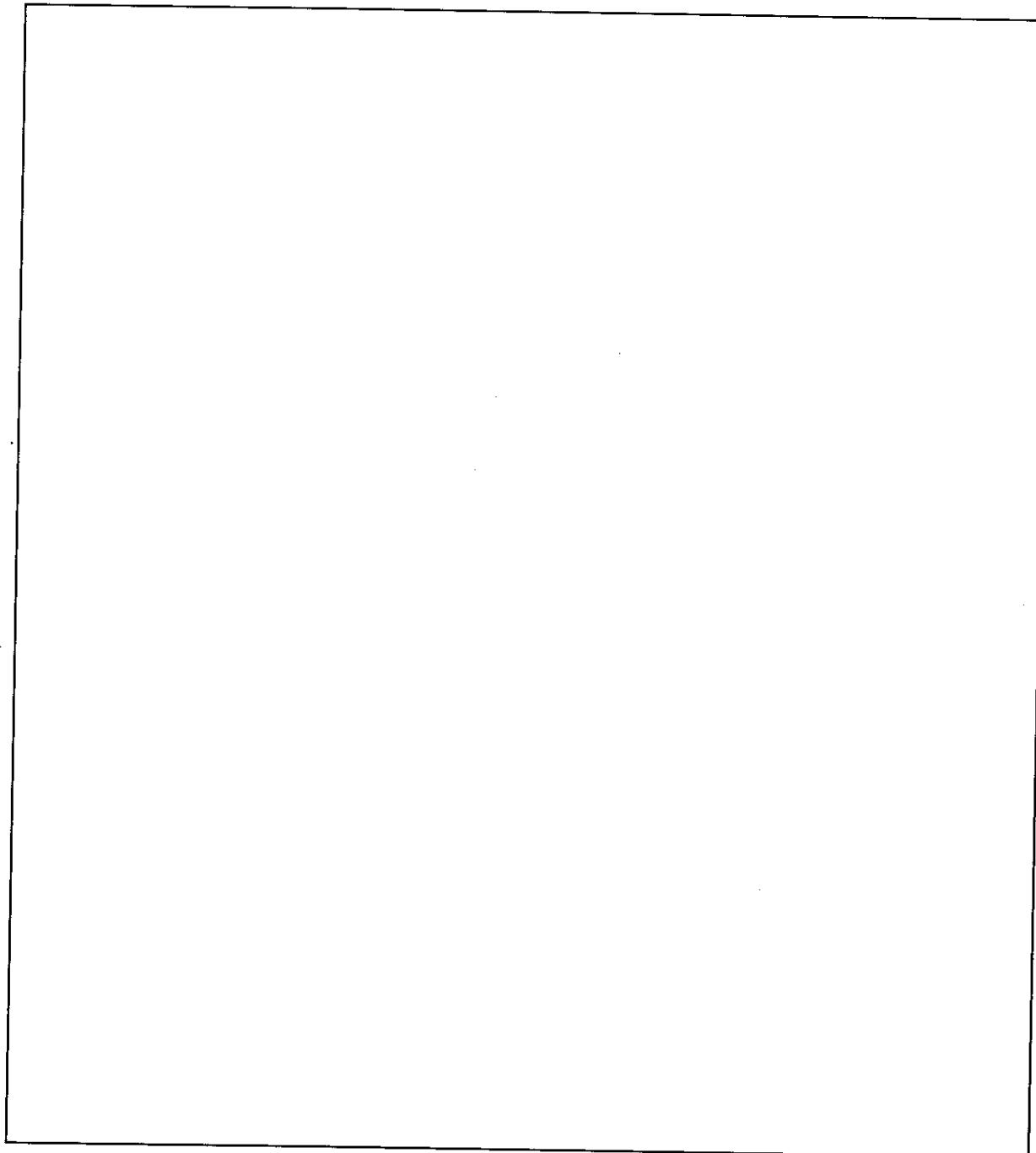


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is both cost-effective and timely (Figure 2.2-1). The depiction is pulled from our original submittal with highlights targeting the Haiti mission. A sample training schedule based on our communications with DOS can be found in Appendix 2 of this TO response.

B4



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2.2.3 Training Point of Contact

PAE-HSC's single point of contact to coordinate all training-related issues with DOS is [redacted]

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2.2.4 Training Facility

PAE-HSC will conduct pre-deployment training at the National Conference Center (NCC) in Lansdowne, Virginia, approximately 15 minutes from Dulles International Airport. The NCC is a full-service training and conference center with 24-hour security, an emergency response team, helicopter landing pad, and full gymnasium facility. PAE-HSC will have a dedicated classroom with audio-visual equipment capable of comfortably accommodating up to 50 people with space for note-taking and completion of forms. Training materials will be stored in a secure location at the NCC between training periods. HSC has used the NCC facility for instructor training in their Specialized Security (SST) contract with Lockheed Martin and the Transportation Security Administration. We have confirmed that the NCC can accommodate our class during the time frame needed for the Haiti mission.

For weapons qualification, PAE-HSC will transport candidates by bus approximately 13 miles to the Blue Ridge Arsenal. This facility offers a multi-weapon range with a 10 lane indoor range with positive flow ventilation, and a gunsmith shop on site. There is also a classroom sufficient to comfortably accommodate 25 gender mixed students, restrooms, and break areas. We have established a tentative agreement with the Arsenal for the time period that we anticipate needing the range for Haiti pre-deployment weapons training.

2.2.4.1 Lodging and Meals. The NCC provides single occupancy overnight accommodations with three healthy meals per day as well as continuous beverage breaks. The facility is fully capable of accommodating mixed gender classes.

2.2.4.2 State Department Access. DOS will have access as necessary to the training site between training sessions and, at a minimum, from 7:00 a.m. to 10:00 p.m. during the sessions. Office space and Internet connectivity for two DOS personnel will be provided.

2.2.4.3 Alternative Use of Crucible Training Facility. PAE-HSC recognizes that DOS has had a relationship with the current CIVPOL training subcontractor, Crucible. Accordingly, we understand that DOS has indirectly made an investment in familiarizing Crucible staff trainers with the Police Assessment, Selection, and Training Program (PAST). PAE-HSC also recognizes that there may be benefits to DOS in terms of consistency in training delivery and economies of scale by consolidating CIVPOL training with one training subcontractor. In this regard, PAE-HSC remains flexible and, if DOS prefers, is prepared to use the Crucible facility in Fredericksburg, Virginia, and the current training curriculum. An early decision by DOS regarding their preference for the Crucible approach to delivering training will be helpful.

2.2.5 Reception and In-Processing



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2.2.6 Final Medical Screening

Each candidate will have obtained a thorough physical examination by his or her personal physician utilizing DOS Form 1843. Results will be provided to PAE-HSC in the returned application package.

will review the DS form 1843 and clear the candidate for training and overseas assignment. During pre-deployment training, a member of the staff will be on-site to meet with candidates and ask necessary follow up questions. That review will finally determine if the candidate is: 1) cleared to take the physical agility test, and 2) cleared to serve overseas. In the event the candidate is not cleared on both counts, he or she will be immediately sent home.

2.2.6.1 Urinalysis Testing. We will require each candidate to provide a urine sample under strictly controlled conditions, i.e. "gland to can" observation. We have arranged with

to test the urine samples for 10 classes of illegal substances including amphetamines, barbiturates, cocaine, marijuana, opiates, and PPC.

If a candidate tests positive, he or she will be sent home and will not be considered for future employment.

2.2.6.2 Immunizations and Vaccinations. The on-site medical staff from will review each candidate's immunization record and will be prepared to administer any required shots to include a TB Tine test.

The US Center for Disease Control recommends the following vaccinations for Haiti:

- Yellow Fever,
- Hepatitis A,
- Hepatitis B,
- Typhoid, and
- Tetanus-Diphtheria.

2.2.7 Physical Agility/ Fitness Test

After having been cleared by their personal physician and our medical team, each candidate must pass a Physical Agility Test consisting of the following four events:

1. **Event One - Rapid Acceleration Agility Course.** Designed to duplicate a variety of obstacles that may be encountered such as:
 - Low hurdle (2 foot wall), simulating low hedges, garbage cans, etc.
 - Solid Board Wall (4 feet), simulating a chain link fence, loading dock, etc
 - Solid Board Wall (6 feet), simulating a stockade fence, etc
 - Tunnel Run (12 feet), simulating running through a culvert, bridge, etc
 - Serpentine (25 feet), simulating running through a crowd, etc.
 - Candidate must complete this course within 30 seconds.
2. **Event Two-Dummy Drag.** Simulating the removal of an unconscious person from a dangerous situation. The candidate must drag a 170 pound dummy 60 feet in less than one minute.



3. **Event Three - Ladder Climb With Shotgun.** Simulating an officer checking the roof of a building. The candidate will fully ascend and then descend a 20 foot metal ladder while holding a shotgun in one hand. The candidate has one minute to complete this event.
4. **Event Four - Endurance Run.** Simulates the pursuit of a fleeing suspect over approximately 1/4 mile including ascending and descending two flights of stairs. Must be completed within two minutes and 10 seconds.

In order to pass the Physical Agility Test, candidates must pass each of the four events taken sequentially, with rest periods of not more than 10 minutes between events. As a matter of policy, candidates who fail to pass the Physical Agility Test will be sent home, however, they may be eligible for future employment if they can demonstrate that they have reached a sufficient level of physical conditioning. The PAE-HSC Training Coordinator has the authority to grant an exception to policy to allow candidates to re-take the Physical Agility Test later in the Assessment and Training cycle, if believed that there is a strong likelihood that the candidate will be able to pass.

2.2.8 Psychological Evaluation.

As described above, all candidates for the CIVPOL mission in Haiti will be asked to complete the Protective Services Report Plus (PSR Plus) psychological battery via the Internet as part of the screening process. The results of this test will be used to ensure that our candidates are psychologically fit to perform the functions of a deployed CIVPOL Officer before additional assessment is made. The results will be evaluated by [REDACTED]. If necessary, selected candidates will be interviewed by our staff psychologist during Pre-Deployment Training.

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2.2.9 Formal French Language Test

To best ensure that our CIVPOL Officer candidates have French language proficiency and will pass the French examination conducted in Haiti by MINUSTAH, PAE-HSC will administer formal French language testing as part of Pre-Deployment Training and Support. Based on UN standards, the test will consist of the following four parts:

- **Reading:** Read a report written in French and orally answer 10 questions in French.
- **Listening:** Listen to a brief story on tape in French and orally answer 10 questions in French.
- **Report Writing:** Listen to an incident described in French and prepare a brief written report in French.
- **Oral:** Participate in a one-on-one interview in French to assess oral proficiency.

2.2.10 Vehicle Qualification/Driver Testing

As current and former civilian police officers from throughout the US, our candidates are expected to be experienced drivers. However, it is likely that many of them may have never operated a vehicle in four-wheel drive and it is probable that most have never had to drive under the conditions they will experience in Haiti. Road conditions in Haiti are extremely poor and traffic in the cities is basically unregulated. Therefore PAE-HSC will provide classroom instruction on four wheel drive operation and Haiti driving conditions followed by actual operation of a vehicle in four-wheel drive mode. The emphasis of both the classroom instruction and hands-on operation will be on safety.

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2.2.11 Defensive Tactics

PAE-HSC plans to capitalize on our in-house capability to provide state of the art instruction in unarmed defense. PPCT Management Systems (PPCT), a wholly-owned subsidiary of HSC, is an internationally recognized leader in law enforcement training, publication of training manuals, and training support. Over the past 23 years, PPCT has trained over 60,000 law enforcement officers in all fifty states and several foreign countries. All of our PPCT instructors are active law enforcement personnel and certified by the American Society of Training and Development (ASTD). PPCT Defensive Tactics instruction will include familiarization with the ASP baton and O.C. Spray.

2.2.12 Firearms Training and Qualification

PAE-HSC CIVPOL candidates for the Haiti mission will receive thorough firearms training by certified instructors at the Blue Ridge Arsenal. They will qualify with their assigned 9 mm handgun and familiarize with the rifle and shotgun. Classroom instruction will be presented on safety, weapon maintenance, weapon presentation, loading and unloading, principals of fundamental marksmanship, and actions in the event of weapon failure. All academic presentations are re-enforced through appropriate live-fire exercises presented in a "crawl, walk, run" fashion beginning with weapon function and ending with weapon failure drills.

2.2.12.1 Weapons. PAE-HSC will assign each officer a Beretta 9 mm pistol via use of a weapons card. When the officer has the card in his possession, PAE-HSC has the weapon in storage. When the officer draws the weapon from PAE-HSC storage, the card must be turned into PAE-HSC. At no time will the officer have both the weapons card and the weapon in his or her possession. The PAE-HSC automated inventory system and the CIVPOL DB (DB) will also track weapons by serial number. Weapons will be stored in a triple-barrier secured and alarmed arms room. During the Pre-Deployment Training and Selection phase weapons will be issued to the officer for firearms training as required and returned each evening to the arms room. Cleaning equipment will be available for candidates to clean fired weapons prior to turn-in.

2.2.12.2 9 MM Pistol. PAE-HSC understands that, as law enforcement officers, our CIVPOL candidates have had firearms training and have qualified with their assigned weapon in their home department. However, we also understand that for most officers, this will be the first time they have been issued the Beretta 92FS pistol. Therefore, we feel it is essential to provide some classroom instruction on the pistol and to have each candidate fire approximately 100 rounds to familiarize and gain proficiency. We will then have each candidate fire a standard 50 round daylight qualification course and a 50 round low light qualification course. The minimum passing score for each course is 80 out of a possible 100 points. Candidates who fail to qualify but are within 15 points of qualifying may be provided a second opportunity to do so, providing that time is available. This re-test is at the discretion of the Training Coordinator.

2.2.12.3 Rifle. In addition to classroom instruction on the model AR 15 tactical rifle and a safety briefing, PAE-HSC will have each CIVPOL candidate fire 100 rounds for familiarization. Each candidate will fire a standard daylight and lowlight course of fire. As this is for familiarization, no minimum passing score is required, however instructors will ensure that candidates demonstrate safe and proper handling of the rifle and have basic proficiency.

2.2.12.4 Shotgun. Likewise, PAE-HSC will provide classroom instruction and a safety briefing on the 12 gauge pump shotgun and have each candidate fire 30 rounds of ammunition for familiarization on a standard daylight and lowlight course of fire. As with rifle familiarization, no minimum passing score is required but instructors will ensure that candidates demonstrate safe and proper handling of the shotgun and have basic proficiency.

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2.2.13 CIVPOL Background and Purpose

- PAE-HSC believes it is vitally important that candidates have a clear and thorough understanding of the CIVPOL Program. Without this knowledge, they would not be able to function effectively during their assignment. We want CIVPOL Officers who believe in and practice the rule of law; respect human dignity, the right to life, and equality before the law; and are guided by professional values and standards of conduct.

PAE-HSC understands that the DOS may wish to present this block of instruction but we stand ready to do so if desired. Information that we plan to present will be submitted to DOS for review in advance. Suggested topics for the CIVPOL Background and Purpose module include:

- Introduction to the US Department of State. We feel it would be beneficial to include an introduction to the DOS organization, mission, and functions. In particular, it would be useful for these officers to understand the structure of the Bureau of International Narcotics and Law Enforcement (INL) and how it executes its CIVPOL responsibilities overseas.
- United Nations. In Haiti, our CIVPOL Officers will be seconded to the UN so it is essential that they be familiar with the structure, organization, and functions of the UN, as well as what it means to be seconded. We will also familiarize the officers with the other countries that will provide CIVPOL Officers in Haiti.
- International Human Rights Standards. Many local law enforcement officers may not be aware of international concerns over such issues as trafficking in persons and persecution.
- MINUSTAH Mission Objectives. We will familiarize the officers with UN Security Resolution 1542 and cover the specific mission objectives for the mission in Haiti such as reforming and restructuring the HNP, vetting new and existing officers, and providing technical advice and training.
- Role of Contingent Chain-of-Command. We will familiarize the officers with the duties and responsibilities of the contingent chain-of-command. They will be told where the CIVPOL Officers fit in the organization and who they will be reporting to.
- Role of PAE-HSC. Once the police officers have an appreciation for the big picture, we feel it would be appropriate to brief them on the PAE-HSC team, how we are task organized, and our contractual requirements. We will explain the administrative and logistical nature of our role vis-a-vis the operational chain of command.

2.2.14 Haiti Orientation

PAE-HSC understands the necessity of properly preparing candidates for assignment to Haiti. Topics that we are prepared to address in this module include:

- History. A brief overview of Haiti's African roots, colonial status, independence as the world's first black republic, and succession of regimes, coups, and international interventions in the 20th century.
- Current Political Situation. Perspective on the installation of President Jean Bertrand-Aristide, UN and US aid programs through the 1990's and the events leading up to the removal of former President Aristide and the establishment of MINUSTAH.
- Geography/Climate. A general map orientation of the country including the major geographic regions and urban areas, as well as specific orientation to the *Commissariats de Départements* (Regions) and the *Commissariats d'Arrondissement* (Districts). Climatologic information that may be useful includes mean average temperatures, average rainfall, seasonal changes, and elevations.

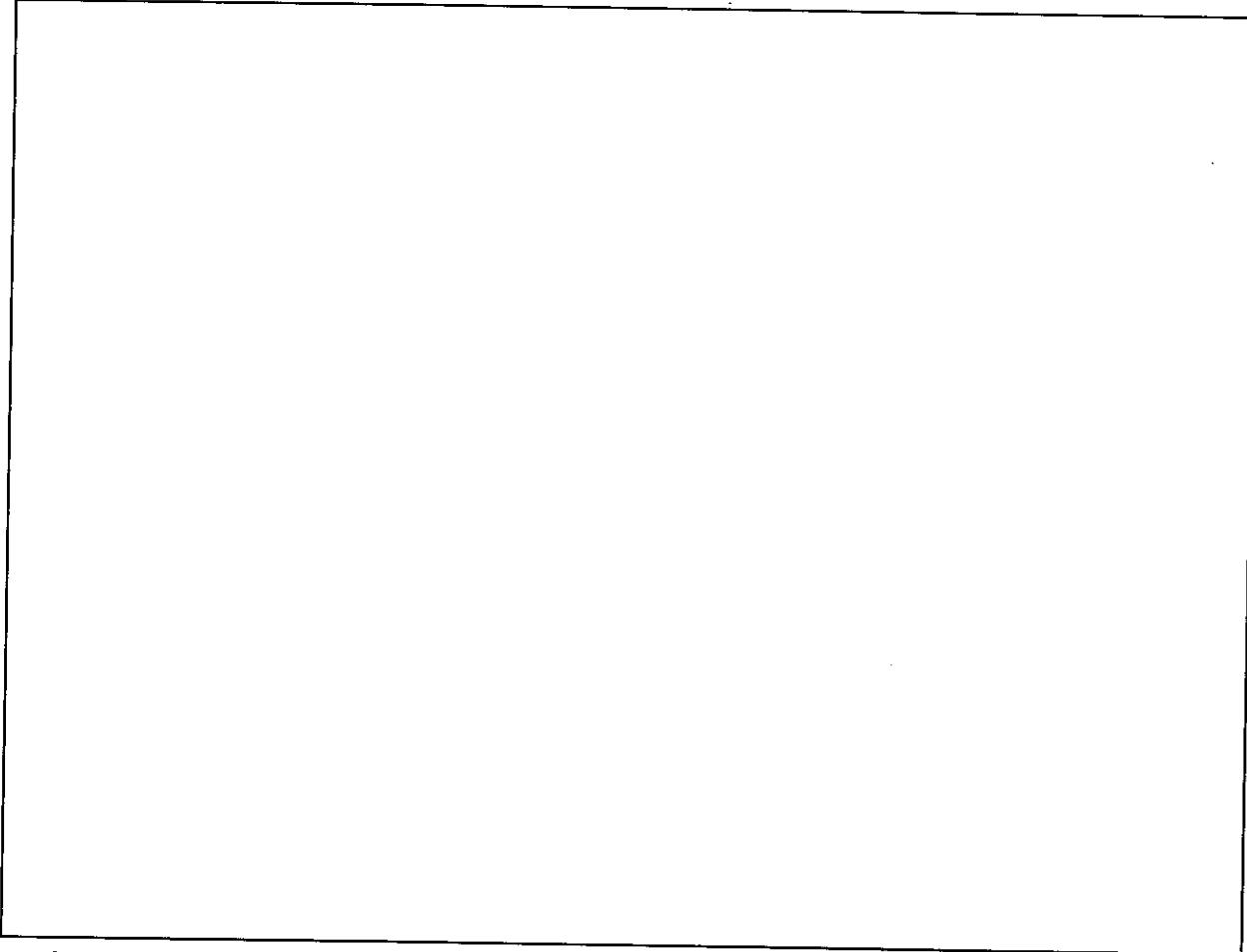
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2.2.14.1 Haitian Cultural Awareness. In order to be effective in a community-based policing model, PAE-HSC police officers must have an appreciation of various cultural factors in Haiti. We would present information on the roles of religion (including voodoo), art, and music in addition to social mores and taboos.



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2.2.15.1 Privileges and Immunities. As part of our orientation to the mission [REDACTED] PAE-HSC will provide our CIVPOL Officers with information on the privileges and immunities associated with being part of the MINUSTAH mission. As part of our orientation to the Haiti mission [REDACTED] PAE-HSC will provide our CIVPOL Officers with information on the privileges and immunities associated with being part of the MINUSTAH mission. We will provide up-to-date, specific information and make clear the national and international legal codes that apply to the legal status of CIVPOL Officers in Haiti. We will also emphasize the tremendous responsibility that goes with privilege and immunity.

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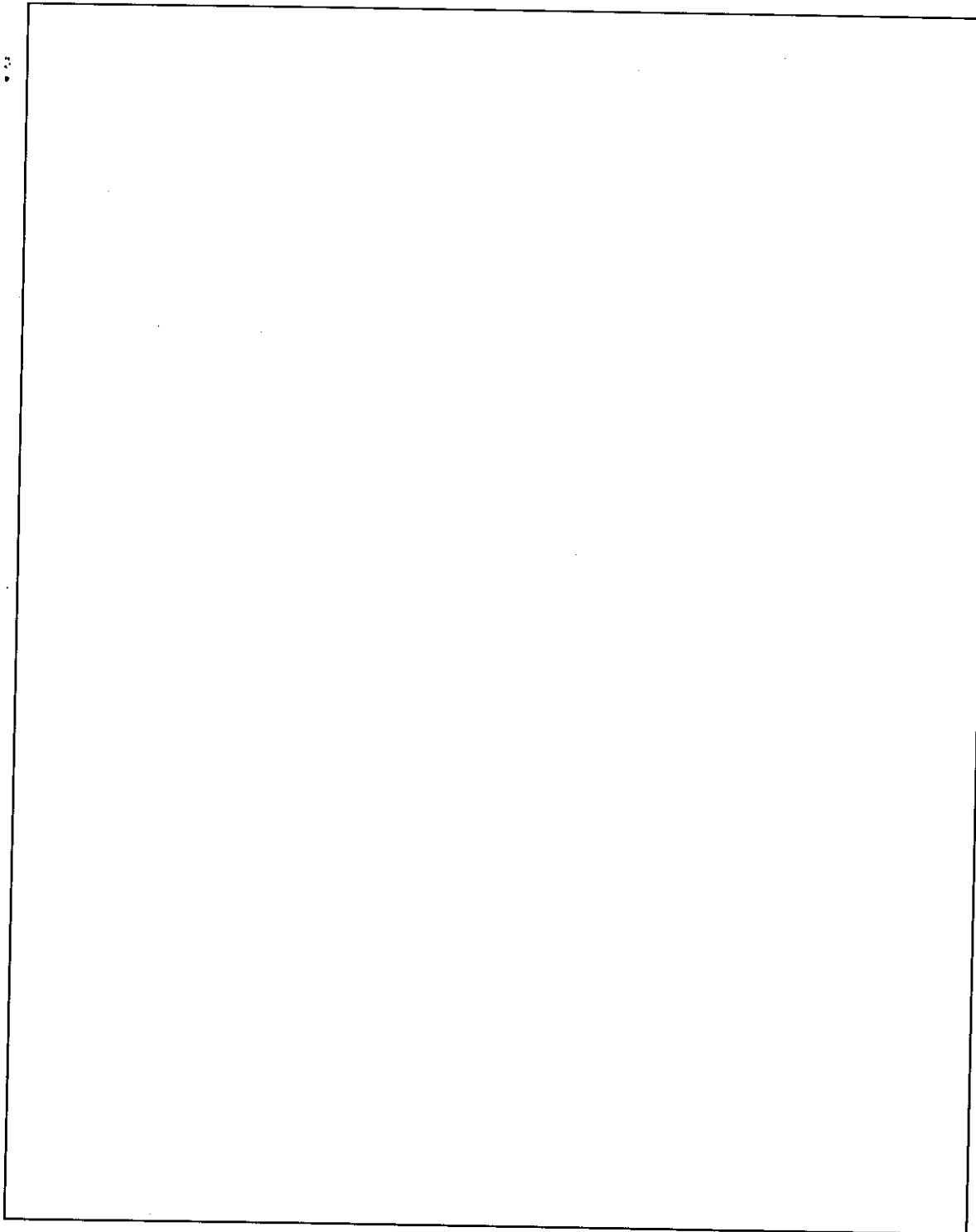
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B4



VOLUME II - TASK ORDER TECHNICAL RESPONSE
CONTRACT #: S-LMAQM-04-C-0033 HAITI CIVILIAN POLICE

PAGE 28
4 AUGUST 2004

USE OR DISCLOSURE OF DATA CONTAINED ON THIS SHEET IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL

UNCLASSIFIED

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2.2.15.2 Human Trafficking. Throughout our pre-deployment training, we will ensure that all CIVPOL Officers thoroughly understand international concerns about the trafficking of humans as well as UN and US policy on this serious issue. We will emphasize this topic specifically in our International Human Rights and Honor Code modules.

2.2.16 Emergency Medical Training

PAE-HSC believes that, as first responders, a CIVPOL Officers needs to be proficient in basic emergency first aid. Our training will include how to assess an injured person and hands-on training in treating conditions such as respiratory and cardiac arrest, bleeding, shock, fractures, burns, and heat exhaustion / heat stroke. We will also emphasize techniques to safely move injured persons and how to call for immediate medical assistance. Upon completion of our training, each candidate will be certified in Cardio-Pulmonary Resuscitation (CPR).

2.2.17 Preventive Medicine and Environmental Hygiene In Haiti

CIVPOL Officers bound for Haiti need to be aware of the potential health hazards in Haiti and how to mitigate such risks. We will provide police officers with essential information to maintain their physical health by addressing local public health and sanitation factors such as communicable disease risk, drinking water, fresh fruits and vegetables, local meats, and restaurants. We will also discuss the prevalence of sexually transmitted diseases in Haiti to include HIV/AIDS.

B4

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B4

2.2.21 Selection of Contingent Commander and Deputy Contingent Commander

PAE-HSC will nominate a Contingent Commander and Deputy Contingent Commander for the Haiti CIVPOL mission for DOS approval by [redacted]

[redacted] When deployed the Haiti Deputy PM (HDPM) will work closely with the Contingent Commander and the Deputy Contingent Commander to ensure that all components of the Haiti Task Force mission are accomplished smoothly.

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2.2.22 Graduation and Swearing-In Ceremony

PAE-HSC will conclude our assessment and training program with a traditional law enforcement graduation and swearing-in ceremony.

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2.2.23 Final Hiring and Processing

PAE-HSC will then assemble the newly graduated CIVPOL Officers for completion of their hiring and processing. Tasks to be accomplished include signing the employment contract and related documents. We will be prepared to assist officers with cash advances for per diem and currency exchange so that they arrive in Haiti with local cash in their pocket.

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2.2.25 Uniform and Equipment Issue

At the end of pre-deployment training, each CIVPOL Officer will then draw uniforms and equipment (Table 2.2-1). Each CIVPOL Officer will sign an Individual Clothing Record reflecting the number of each item received. The Individual Clothing Record will identify those items that are non-expendable, such as flashlights, so that they can be returned to PAE-HSC when the officer completes his tour of duty. The duffle bags issued to each officer will be sufficiently large enough to accommodate the individual's uniforms and equipment. The issue of individual uniforms and equipment will be entered into the CIVPOL DB.

TABLE 2.2-1. INDIVIDUAL UNIFORMS & EQUIPMENT FOR HAITI CIVPOL

Item	Qty
Boots, Black (SWAT®, Magnum Response® or Equivalent)	2 Pair
Dress Shoes, Black (Rocky® Chukka Boot® or Equivalent)	1 Pair
Socks (Boot, Thorlo® or Equivalent)	4 Pair
Socks, Black (Dress)	3 Pair
Dress Shirt, Long Sleeve, White 100% Dacron (LawPro® or Equivalent)	1 Each
Dress Pants, Navy (5.11® or Equivalent)	1 Pair
Tie, Black	1 Each
Belt, Dress, Black	1 Each
Shirt, Uniform, White (Polo Style with Embroidering)	4 Each
BDU Pants, Blue (5.11® or Equivalent)	4 Pair
Sweater, Navy Blue (Woolly-Pully® or Equivalent)	1 Each
Windbreaker, Black (LawPro®, Centurion Duty or Equivalent)	1 Each
Baseball Cap, (Summer Weight, Adjustable, POLICE Logo)	1 Each
US Flag Patch	8 Each
Engraved Nameplate, Silver (Brass, 5/8" x 2 1/4, Clasp Back)	1 Each
Thermal Underwear (Tops and Bottoms)	1 Each
Whistle, Metal, Silver	1 Each
Sunglasses	1 Each
Gloves, Black (Searchmaster®, Dura-Thin® or Equivalent)	1 Pair
*All Weather Rain Gear (Jacket, Pants, Hood Hi-Visibility)	1 Set
*Body Armor Level IIIA (Outer, Kevlar® or Equivalent)	1 Each
*Reflective Traffic Vest with POLICE Logo	1 each
*Wheeled Duffle Bag, Black (Large Capacity, Lockable)	1 Each
*Equipment Bag, Black (LawPro® Tactical or Equivalent)	1 Each
*Fanny Pack Holster, Black for Beretta 9mm 92-FS	1 Each
*Shield (Design To Be Determined)	1 Each
*Pocket Tool, Basic (Leatherman® or Equivalent w/Pouch)	1 Each
*Raid Vest, Black (with POLICE Logo in White Lettering on Back)	1 Each
*Baton, 21 inch with Holder (ASP® or Equivalent)	1 Each

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TABLE 2.2-1. INDIVIDUAL UNIFORMS & EQUIPMENT FOR HAITI CIVPOL

Item	Qty
*Flashlight (Mag-Lite® 3 D Cell or Equivalent, with Batteries and Spare Bulb)	1 Each
*Flashlight (Mini Mag or Equivalent, with Batteries and Spare Bulb)	1 each
*Handcuffs	1 Each
*Weapon Cleaning Kit (For 9 mm Pistol)	1 Each
*Outer Duty Belt (LawPro®, Uncle Mike's® or Equivalent)	1 Each
*Inner Duty Belt (LawPro®, Uncle Mike's® or Equivalent)	1 Each
*Holster for Beretta Model 92 FS ((LawPro®, Uncle Mike's® or Equivalent)	1 Each
*Magazine Pouch to Hold two (2) Magazines for Beretta 92FS (LawPro®, Uncle Mike's® or Equivalent)	1 Each
*Handcuffs Case (LawPro®, Uncle Mike's® or Equivalent)	1 Each
*Radio Holder (LawPro®, Uncle Mike's® or Equivalent)	1 Each
*Chemical Agent Spray Holder (LawPro®, Uncle Mike's® or Equivalent)	1 Each
*Flashlight Holder LawPro®, Uncle Mike's® or Equivalent)	1 Each
*Glove Holder (LawPro®, Uncle Mike's® or Equivalent)	1 Each
*Belt Keepers 4 Pack (LawPro®, Uncle Mike's® or Equivalent)	1 Each
*Key Holder (LawPro®, Uncle Mike's® or Equivalent)	1 Each
*Personal First Aid Kit and Holder	1 Each
*Chemical Agent Spray (4 oz)	1 Each
*Sleeping Bag (Insulated, Ultra light)	1 Each
*Sleeping Bag Pad	1 Each
*Mosquito Netting	1 Each
*Beretta Model 92-FS with night sights and 3 magazine	1 Each
*Magazines for Beretta Model 92-FS	3 Each
*Glove Carrier, Large (To Hold 4 Pair of Latex Gloves	1 Each
Gloves, Latex (Lightly Powdered, 50 / 100 Count)	1 Box
Antibacterial Hand Wipes 100 Count per Box	1 Box
Identification Credentials	1 Each
* INDICATES NON-EXPENDABLE ITEMS	

2.2.26 Lesson Plans and Training Records

PAE-HSC will prepare detailed lesson plans for all training provided and will make these available to DOS upon request. We will also maintain records of training attendance and results of examinations and qualifications as appropriate. Individual training records will be integrated into the CIVPOL DB as will individual clothing records and weapons inventories as shown in Figure 2.2-4.

2.2.27 Quality Management Of Pre-Deployment Training and Support

PAE-HSC will integrate our quality management processes into Pre-Deployment Training and Support. The Training Coordinator is directly responsible to the PM for the quality of training and the continuous improvement of the training program. Our corporate quality management staff will continuously evaluate our training program for compliance, relevance, achievement of performance standards, training record management and acknowledgement and implementation of lessons learned.

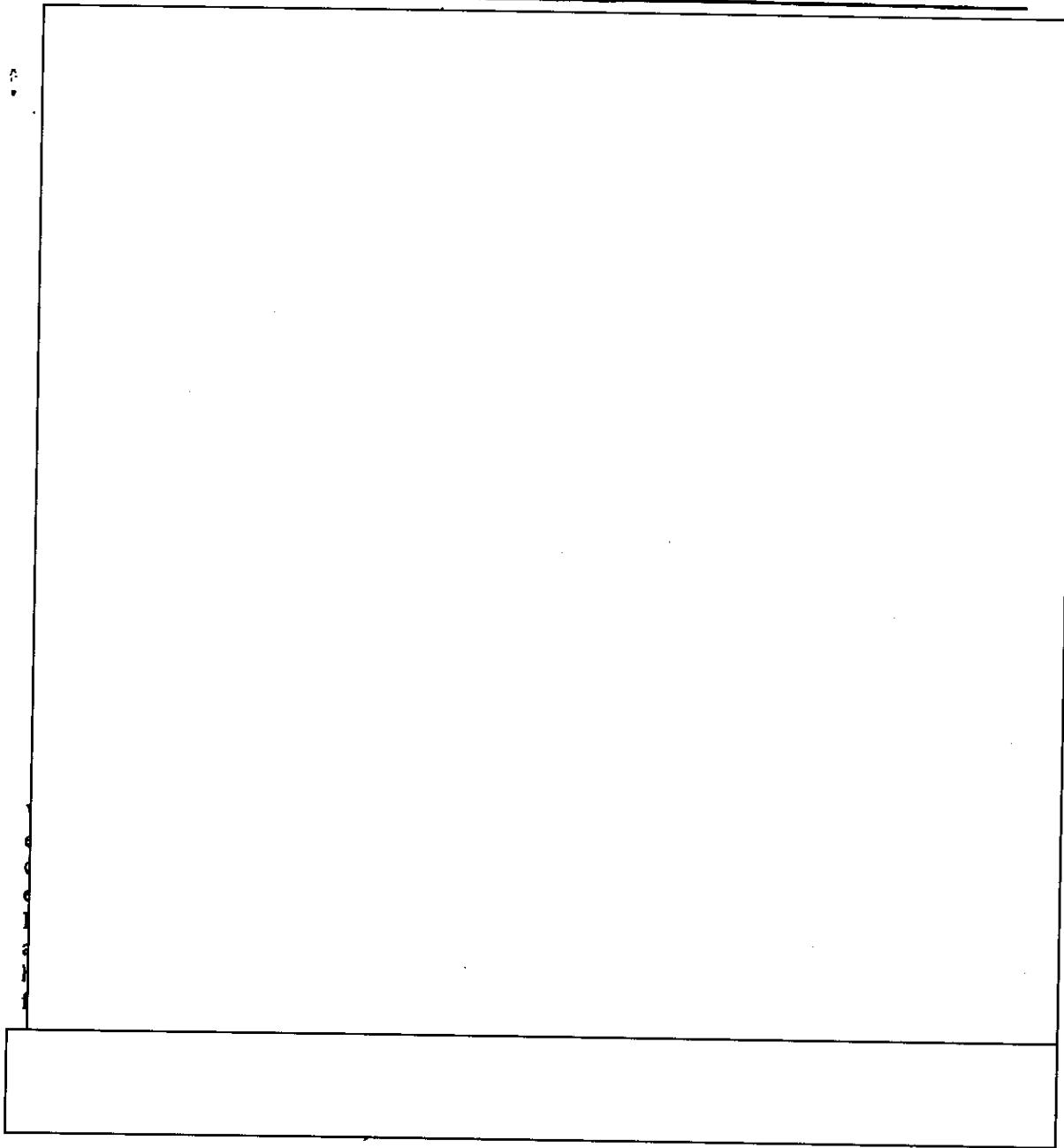
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2.2.28 Conclusion

PAE-HSC is confident that we can provide first class pre-deployment training and support for Haiti. We believe our approach is responsive to DOS and flexible. We look forward to working with DOS in a collaborative relationship in the area of CIVPOL training.

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SECTION 2.3
DEPLOY TRAINED & EQUIPPED CIVPOL OFFICERS

2.3 Introduction

PAE-HSC knows how to rapidly mobilize and deploy personnel overseas. We have continually demonstrated this capability in all regions of the globe for DOS, DOD and other customers, with a focus on reliability, flexibility, responsiveness, and cost-effectiveness. For example, under contract to DOS, PAE has deployed multiple election monitor missions in support of the OSCE, throughout the Balkans, Caucasus, and Central Asia, as well as peacekeeping and support contingents to Liberia, Congo, Sudan, and Sierra Leone. In 2002, HSC deployed 1,500 certified instructors to 429 airports in 32 weeks in support of the Transportation Security Administration (TSA).

B4

2.3.2 Deployment Process

PAE-HSC has already done much of the early planning and preparation for the Haiti TO.

B4

VOLUME II - TASK ORDER TECHNICAL RESPONSE
CONTRACT #: SLMAQM04-C-0033 HAITI CIVILIAN POLICE

PAGE 34
4 AUGUST 2004

USE OR DISCLOSURE OF DATA CONTAINED ON THIS SHEET IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL

UNCLASSIFIED



Upon TA, PAE-HSC will complete the detailed planning for the Haiti mission using processes and procedures that have proved effective on previous deployments to unstable environments in many countries in Asia, Africa, and Central and South America.

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2.3.4 Deployment of CIVPOL Officers To Haiti

PAE-HSC understands that the intent under the Haiti TO is to deploy CIVPOL Officers directly to Haiti after completion of pre-deployment training. The PM will coordinate directly with the UN transportation office to arrange air transportation from Dulles International Airport to Haiti. In the event that the UN is not able to do so within desired timeframes, PAE-HSC is prepared to arrange for commercial air transportation. We will obtain DOS approval prior to using commercial.

2.3.4.1 Transportation to Airport. PAE-HSC will provide a charter coach to transport the CIVPOL Officers with their baggage from NCC to Dulles International Airport. The PM and members of his staff will be on hand to facilitate their departure.

2.3.4.2 Shipment of Weapons and Ammunition. PAE has experience shipping weapons overseas and is registered with DOS's Bureau of Political-Military Affairs, Directorate of Defense Trade Controls (our DTC Code is 100417094). We are also experienced in completing the Export of Defense Articles (DSP-5) forms and submitting them in multiple copies along with copies of the purchase orders for the weapons, technical data on the weapons, and our contract. The PM will coordinate the shipment of the 9 mm pistols and ammunition with the UN Transportation Office. Weapons and ammunition will be placed in a locked container in the cargo hold of the aircraft.

2.3.5 Reception of CIVPOL Officers in Haiti

PAE-HSC recognizes the importance of properly receiving our CIVPOL Officers upon arrival in Haiti.

In the event that MINUSTAH transportation is not available, the HDPM will have a bus with driver to take the officers to their temporary lodging. The HDPM will provide a short briefing on the schedule for the UN Induction training and in-processing requirements.

B4

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2.3.5.1 Temporary Lodging In Haiti. In the event that MINUSTAH is not able to provide temporary lodging, PAE-HSC has identified several hotels in the Port-Au-Prince and Petionville areas where we can billet our officers while they complete induction training and in-processing. These hotels are air-conditioned and have clean, comfortable rooms and sanitary restaurant facilities. Examples of such hotels are the Villa St. Louis, the Christopher Hotel, the El Rancho, and the Hotel Montana.

2.3.5.2 Transportation in Haiti. Likewise, PAE-HSC is prepared if MINUSTAH is not able to provide transportation for our CIVPOL Officers from their temporary lodging to the site of induction training.

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2.3.6 MINUSTAH Induction Training

PAE-HSC understands that MINUSTAH plans to conduct Induction Training for approximately two weeks. During this period, our CIVPOL Officers will undergo French language and driver testing, receive MINUSTAH specific training, and receive their initial duty assignment.

2.3.7 Deployment Documentation and Records

PAE-HSC will maintain appropriate documentation and records of the deployed project staff and CIVPOL Officers. CIVPOL Officer deployment status will be entered into the CIVPOL Database.

2.3.8 Quality Management of The Deployment Process

PAE-HSC will integrate our quality management process into the Deployment process by continually validating the quality and effectiveness of the program. The HDPM is responsible to the PM for quality control of all operations in Haiti. The HDPM will also provide direct feedback to the PM with respect to CIVPOL arrivals in Haiti.

The PM, who is responsible for overall contract compliance and performance standards also provides quality assurance of HDPM. Our corporate quality management staff will oversee and evaluate the deployment process and the HPMO continually for compliance, relevance, achievement of performance standards, record management and capturing of lessons learned.

In addition, our continuous improvement process requires feedback from DOS in order to further refine and adjust to the mission requirements. Through written requests as well as verbal exchanges, PAE-HSC will conform the quality oversight to the evolving contracts and TOs.

2.3.9 Conclusion

Based on our experience, our proven methods, and the management staff that we have selected for the Haiti mission, PAE-HSC is confident that we can:

- Rapidly deploy project management staff and establish a HPMO.
- Through effective coordination with UN, ensure that there is no lag time between completion of training and CIVPOL Officer deployment.
- Ensure that CIVPOL Officers are properly received in Haiti and provided transportation and temporary housing upon arrival.

B4



SECTION 2.4

SUPPORT DEPLOYED CIVPOL OFFICERS IN HAITI

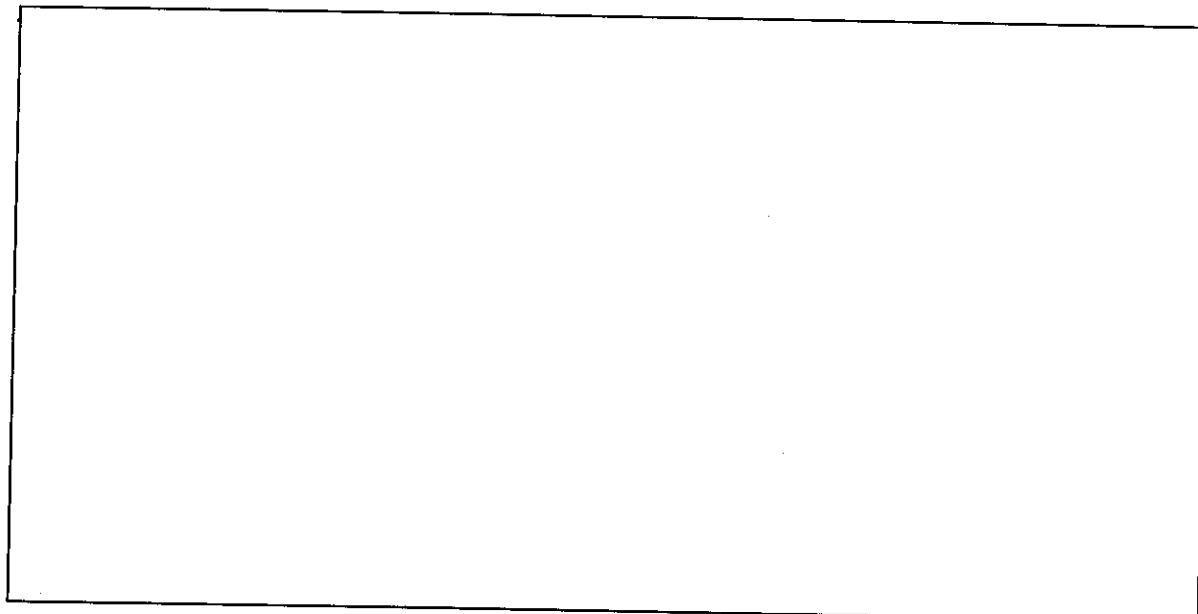
2.4 Introduction

PAE-HSC understands the importance of properly supporting our CIVPOL Officers deployed in Haiti. We have the capability to provide comprehensive administrative, technical, and logistical support in Haiti. We know what is required and how to do it. PAE has done so in all regions of the globe with a focus on responsiveness, flexibility, reliability, and cost-effectiveness.

2.4.1 Objectives

PAE-HSC has identified several key objectives to supporting deployed CIVPOL Officers in Haiti:

- Administratively and logically, support the deployed CIVPOL in Haiti consistent with PAE-HSC's high standards.
- Maintain the best quality of life possible for CIVPOL in Haiti.
- Promptly respond to CIVPOL needs and concerns.
- Maintain accountability, serviceability, and security of all supplies and equipment to include weapons.



B4

2.4.2 Haiti PMO (HPMO) Support Overview

PAE-HSC understands that in order to ensure mission success, the CIVPOL must be properly monitored and supported (Figure 2.4-1). The depiction is from our original submittal and represents the level and areas of support.

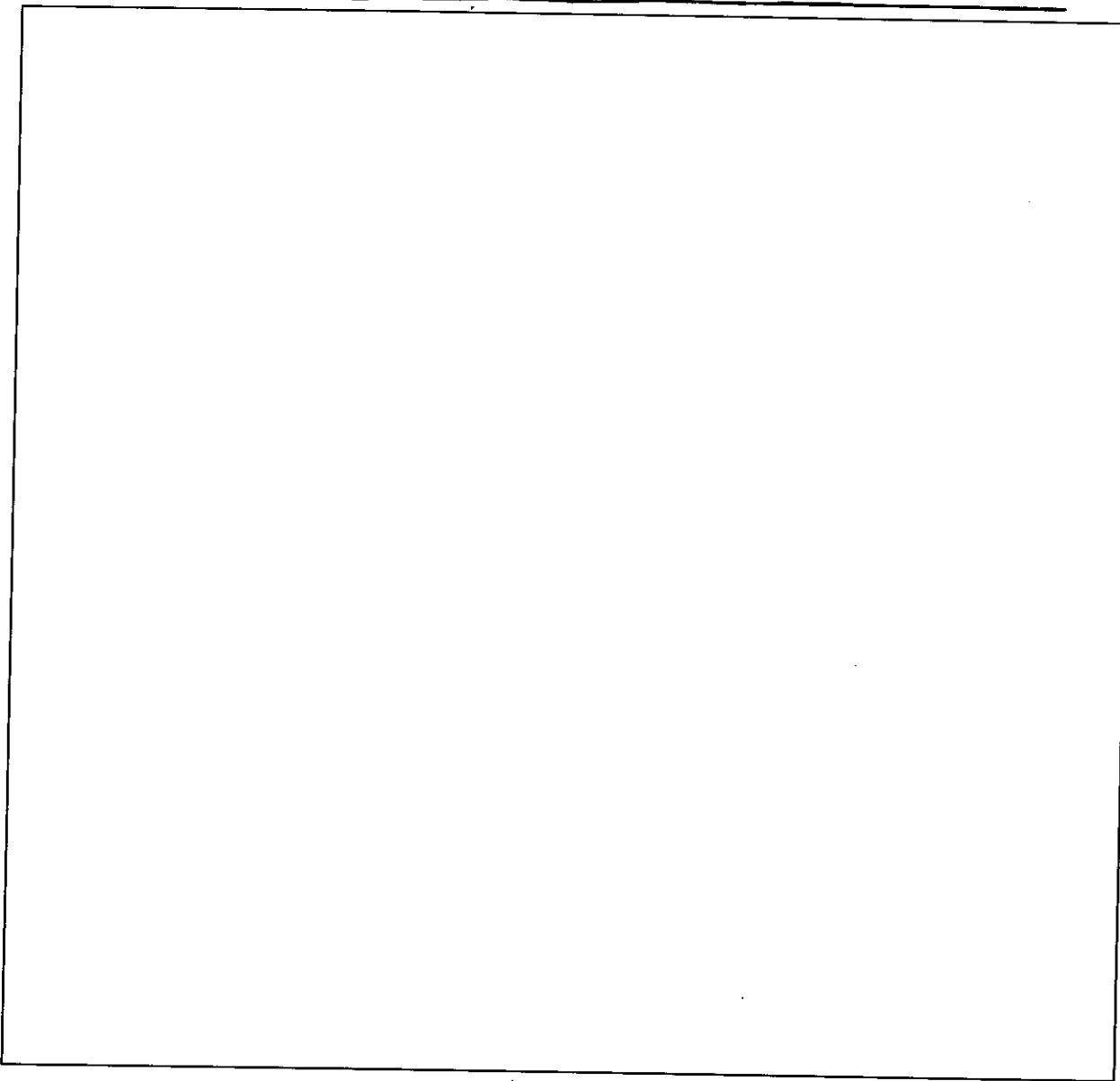
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B4



2.4.2.1 HPMO Organization. The HPMO (Figure 2.4-2) will be operational within [] of TA and will be the center of PAE-HSC's comprehensive administrative and logistical support to deployed CIVPOL Officers. In addition to providing offices for the HDPM, Logistics Supervisor/Armorer, and Medical Director, the HPMO will provide sleeping accommodations for CIVPOL Officers on travel status and robust MWR facilities. There will also be secure storage for weapons and ammunition and secure parking for CIVPOL vehicles. The entire compound is gated and will be guarded on a 24/7 basis using our local security subcontractor. However, we do not envision for the HDPM and his staff to be office bound. Rather, we intend for them to be out tending to the needs of our CIVPOL contingent wherever they may be assigned.

B4

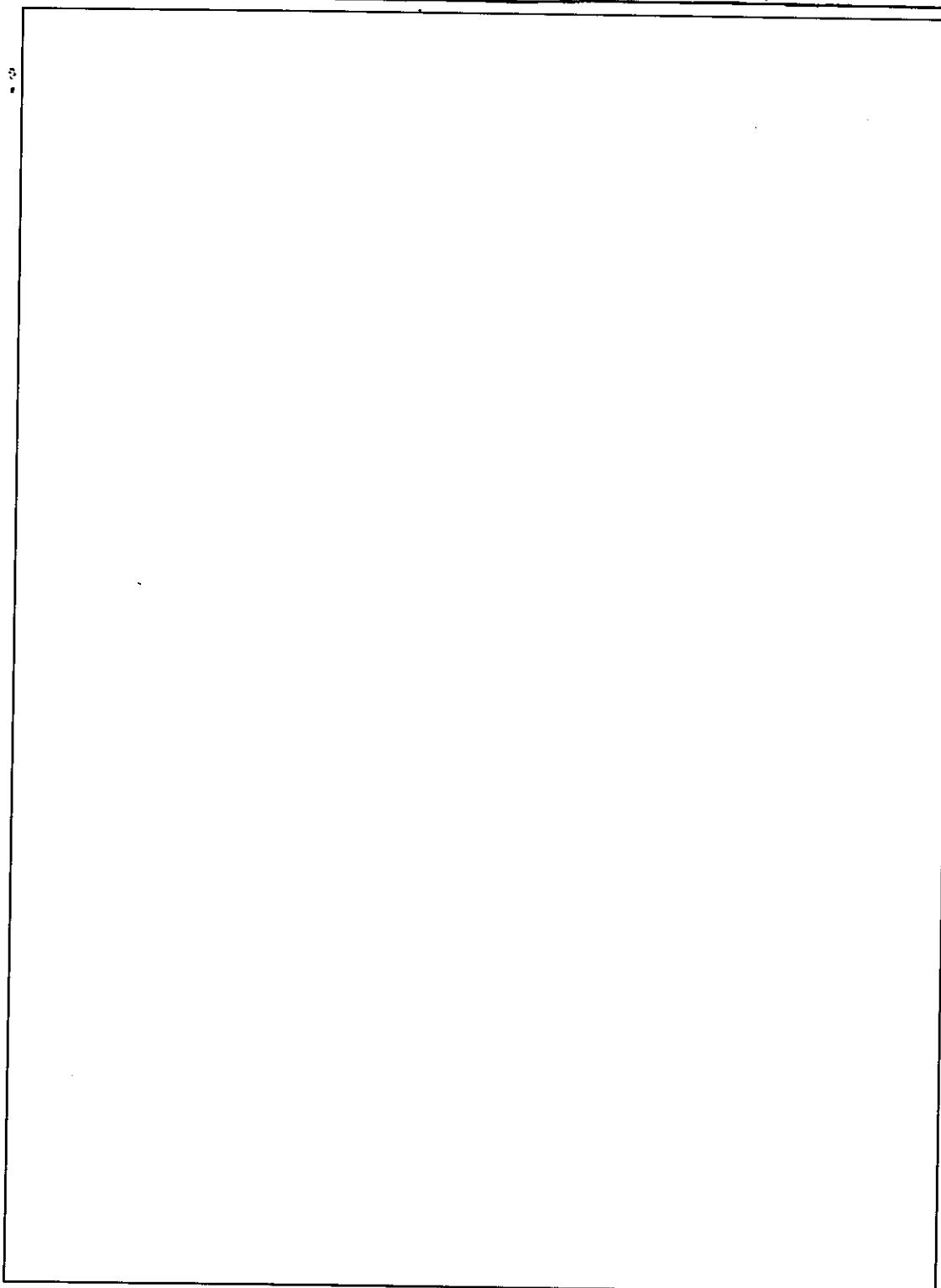
UNCLASSIFIED



TOGETHER... A PARTNERSHIP IN EXCELLENCE



B4



VOLUME II - TASK ORDER TECHNICAL RESPONSE
CONTRACT #: S-LMAQM04-C-0033 HAITI CIVILIAN POLICE

PAGE 39
4 AUGUST 2004

USE OR DISCLOSURE OF DATA CONTAINED ON THIS SHEET IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL

UNCLASSIFIED

UNCLASSIFIED



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B4

2.4.3 Personnel and Administrative Support

The HDPM will be responsible for providing the full range of administrative support to deployed CIVPOL Officers to include tracking CIVPOL time and attendance; maintaining a system for officer performance evaluations; maintaining an awards program to recognize superior performance; processing leaves, disciplinary actions, and personnel extensions; reporting accidents and incidents; and maintaining a sponsorship program.

2.4.3.1 Time and Attendance. PAE-HSC understands that, by the nature of their duty, our CIVPOL Officers in Haiti will most likely not work standard hours or days. We understand that MINUSTAH will determine CIVPOL Officer work schedules and that schedules will vary depending on the assignment. For example, some CIVPOL Officers may work six days a week with one day off while others may work 30 days and have six days off. Regardless of the schedules, PAE-HSC understands the need to accurately track the actual number of hours our CIVPOL Officers work.

B4

2.4.3.2 Reporting Man-hours Worked. The PM will report CIVPOL Officer man-hours worked to INL as part of the required monthly report.

2.4.3.3 Performance Appraisals. The HDPM will initiate performance appraisals for each CIVPOL at the

B4

The HDPM will see that a copy of the completed evaluation is provided to the officer, a copy placed in the officer's personnel file, and appropriately annotate the CIVPOL DB. The HDPM will also conduct performance evaluations of PAE-

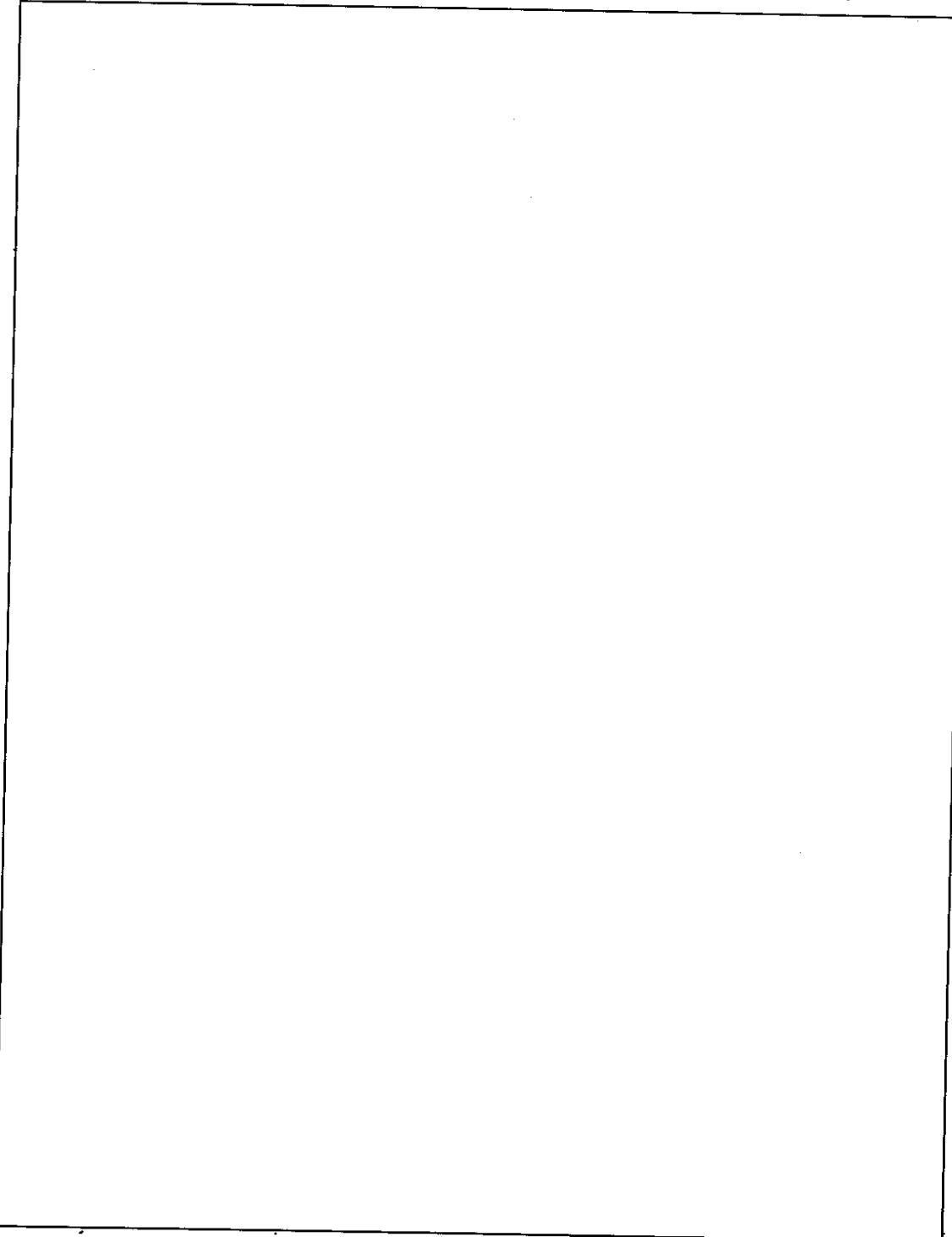
UNCLASSIFIED



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HSC support staff in accordance with established corporate procedures.



B4

VOLUME II - TASK ORDER TECHNICAL RESPONSE
CONTRACT #: SLMAQM04-C-0033 HAITI CIVILIAN POLICE.

PAGE 41
4 AUGUST 2004

USE OR DISCLOSURE OF DATA CONTAINED ON THIS SHEET IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL.

UNCLASSIFIED

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2.4.3.4 Leaves. In accordance with the employment contract, our CIVPOL will accrue 1.5 vacation days per month. The HDPM, in coordination with the US Contingent Commander, will maintain a vacation request and scheduling process to insure that there are a sufficient number of CIVPOL in country at all times. The Contingent Commander will be knowledgeable of MINUSTAH limitations, practices and policies and will effect appropriate coordination with the HDPM to ensure that all personnel are properly accounted for and are compliant with the terms and conditions of their contracts.

2.4.3.5 Disciplinary Actions. Regrettably, PAE-HSC recognizes that there may be occasions when CIVPOL Officer behavior or conduct will violate our Honor Code or other performance standards. In such cases, the HDPM will have authority to impose disciplinary action after consultation with the US Contingent Commander and the INL Representative. Disciplinary actions may include verbal counseling, written counseling, written reprimand, suspension without pay, and termination of employment with immediate return to home of record. The HDPM will annotate the CIVPOL DB to reflect any disciplinary action imposed.

2.4.3.6 Accident/Incident Reporting. The HDPM will establish a system for the prompt reporting of accidents and incidents involving our CIVPOL Officers or project support staff. Reportable accidents and incidents will include traffic accidents and any accident or incident in which an employee causes or receives injuries that preclude him or her from performing duty. The system will provide for timely notification to the US Contingent Commander, the INL Representative, and the PM. Accident and incident reports will include a plan of corrective action if appropriate.

2.4.3.7 Personnel Extensions. By treating our CIVPOL Officers with respect, meeting their needs, and providing them a good quality of life, PAE-HSC expects that many CIVPOL Officers will want to extend their tour of duty in Haiti for an additional 90 days, six months, or a year. The HDPM will coordinate requests for extension with the Contingent Commander and the INL Representative. If the CIVPOL Officer's duty performance and personal conduct warrant, the HDPM will have the officer sign an extension agreement and will annotate the CIVPOL DB accordingly.

2.4.3.8 Awards and Recognition. The HDPM will establish an awards program to recognize superior duty performance or meritorious achievement by our CIVPOL Officers. An award for superior duty performance is appropriate for the CIVPOL Officer who completes their tour of having done an outstanding job. An award for meritorious achievement is appropriate for a single act that clearly brings credit upon the US CIVPOL Program and the individual officer. Awards for CIVPOL will consist of an appropriate certificate and, in certain cases, a cash bonus. Awards for CIVPOL will be submitted by the Contingent Commander, and approved by the HDPM with the concurrence of and the INL Representative. The HDPM will annotate the CIVPOL DB to reflect receipt of performance and meritorious achievement awards. In addition to formal awards for superior duty performance and meritorious achievement, the HDPM will encourage recognition of CIVPOL Officers through letters of commendation and appreciation.

2.4.3.9 Sponsorship Program. As the Haiti CIVPOL mission matures and we begin to plan for CIVPOL Officer replacements for year two, the HDPM will implement a sponsorship program. When CIVPOL replacements are identified, the HDPM will ask a serving CIVPOL in Haiti to sponsor the inbound officer. The sponsor will contact the inbound officer either telephonically or by e-mail and answer any questions that he/she may have. The sponsor may also assist with preliminary arrangements for housing or other support and will initially meet the replacement officer upon arrival in Haiti. The program is envisioned to be informal and at no cost.

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2.4.4 Medical Support

PAE-HSC recognizes that while some level of medical care may be available for our deployed CIVPOL Officers from MINSUTAH, we must be prepared to provide routine and emergency medical care for our CIVPOL Officers and project support staff. As the result of our reconnaissance, we know that we will not be able to contract locally for medical care in Haiti. Our Medical Director, a Licensed Physician's Assistant, will have the capability and the necessary supplies and equipment (Table 2.4-1) to provide routine and emergency medical care for our CIVPOL Officers and project support staff. The PAE-HSC Medical Director will also coordinate procedures for emergency medical evacuation.

TABLE 2.4-1. MEDICAL ITEMS AND EQUIPMENT

Gunshot Trauma Kit	Digital Thermometer
Trauma/O2 Kit Bag	Digital Thermometer Probe Covers
Latex Gloves Powdered	Examination Lab Coat
Latex Gloves Powder Free	Gray's Anatomy
Nitrile Gloves Powdered	Medical Dictionary
Nitrile Gloves Powder Free	Professional Guide to Signs and Symptoms
Bio-Hand Cleaner 16 Oz	Physician's Desk Reference
Bio-Hand Cleaner 64 Oz	Handbook of Complementary & Alternative Medicines
Sani-Cloth Antimicrobial Wipes	Disposable Examination Mask
Cervical Collar, Adjustable	Minor Surgical and Suture Set
Zipper Air Splint Kit	CPR Shields
Delux Comfort and First Aid Station Kit	3M® Steri-Strip Adhesive Skin Closures
Vehicle First Aid Kit in Nylon Bag	3M® Steri-Strip Elastic Skin Closures
Rescuer MVP Suction Device	DynaMed First Aid Kit
Refill Kit for MVP Suction Device	Otoscope and Diagnostic Set
Disposable Stretcher	Otoscope Disposable Exam Speculas
Disposable Emergency Blanket	Mechanical Scales
Ammonia Inhalant	Acetaminophen Tablets
Bacitracin	Aspirin Tablets
Betadine-Povidine Swab	Neosporin
Bee Sting Kit	Throat Lozenges
Calamine Lotion	Throat Spray
Kaopectate	Hydrogen Peroxide
Peroxide	Alcohol
Instant Hot / Cold Compress	Sunscreen
Artificial Tears Solution	Chap Stick
Alcohol Swabs	Sting Kill
Sunscreen	Decongestant Tablets
Chap Stick	Cough Syrup
Sinus Tablets	Cough Drops
Catheters & Needles	Ringers Lactate Solution
IV Infusion / Injection Sets	D5W Solution
Atropine	Tourniquet, Adult

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2.4.4.1 Emergency Medical Evacuation. As a backup to MINUSTAH medical evacuation capabilities, we have retained MEDEX, a leading provider of international medical evacuation services. PAE is currently using MEDEX on our OSCE REACT contract as well as on DOS contracts in Africa. MEDEX has dedicated, full time air ambulances, equipped to Intensive Care Unit (ICU) level and staffed with Doctors and ICU nurses. They have demonstrated immediate response capability as well as an understanding of what is required to safely land and depart from a potentially hostile environment. Each CIVPOL and PAE-HSC US support staff will be provided a wallet-sized card with the phone numbers and instructions on how to call for emergency medical evacuation. This procedure will be emphasized in pre-deployment training and update briefings.

2.4.5 Logistical Support

The HDPM and [redacted] will be responsible for logistical support functions including housing, referral and assistance, supply, transportation, maintenance, fuel, communication and other services. The [redacted] will locally procure supplies and services to the extent possible and will rely on support from the WDC PMU and PAE Corporate and Regional Offices as necessary. [redacted]

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2.4.5.1 Housing Referral and Assistance. The PAE-HSC Logistics Supervisor at the HPMO will be prepared to assist CIVPOL Officers in obtaining suitable and affordable local housing. The Logistics Supervisor will assist in lease negotiations to ensure that CIVPOL Officers receive a fair deal and will facilitate matching up officers who want to pair up to rent housing. PAE-HSC has established the following minimal essential requirements for lodging (for both CIVPOL and PAE-HSC support staff):

- Protection from the elements,
- Hot and cold running water,
- Vermin free eating and sleeping environments,
- Climate control (air-conditioned),
- Adequate toilet and shower facilities,
- Adequate power to support lighting, heating and cooling, cooking, and other appliances,
- Security measures adequate to mitigate potential risks caused by criminal activity or belligerents in an armed conflict, and
- Safety measures adequate to mitigate the risks of fires or other hazards.

2.4.5.2 Supplies and Equipment. The PAE-HSC Logistics Supervisor will establish a secure supply room for supplies and equipment (Table 2.4-2) co-located with the HPMO. PAE-HSC will also maintain a stock of the individual CIVPOL uniforms and equipment in order to replace items that are worn out, lost, or stolen.

TABLE 2.4-2. SUPPLIES AND EQUIPMENT MAINTAINED IN HAITI	
9 MM Ammunition	
Beretta 9 mm Pistols (Maintenance Floats)	
Armorer Tool Kit and Repair Parts	
Bottled Water	
Desktop Computers	
Printers	
Scanners	
Digital Cameras	

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TABLE 2.4-2. SUPPLIES AND EQUIPMENT MAINTAINED IN HAITI

Fax Machines
Field Safes
ID Card Production System with Software
Secure Weapons Storage Container
Generator
Fuel Tank for Generator
Tripod Mounted Light Sets
Clamp Light Sets
Heavy Duty Light Sets
Maps
Meals Ready to Eat (MRE's)
Medical Supplies and Equipment
MVR Equipment
<input type="checkbox"/> Laptop Computers
<input type="checkbox"/> Television
<input type="checkbox"/> DVD Player
<input type="checkbox"/> DVD Movies
<input type="checkbox"/> Satellite Receiver System
<input type="checkbox"/> Free Weights
<input type="checkbox"/> Weight Bench
<input type="checkbox"/> Universal Weight Machine
<input type="checkbox"/> Treadmill
<input type="checkbox"/> Ping-Pong Table with Accessories
<input type="checkbox"/> Dart Board and Darts
<input type="checkbox"/> Board Games and Cards
<input type="checkbox"/> Library
<input type="checkbox"/> Office Supplies and Stationery Items
<input type="checkbox"/> VSAT Equipment
General Shop / Mechanics Tools
Sleeping Bags
Surveillance /Security Equipment & Software
Security System Monitor
Vehicles – Leased
Video Cameras
Replacement Personal Clothing and Equipment

2.4.5.3 Additional Equipment Needs. PAE-HSC understands that despite our thorough planning efforts, there will be additional supply and equipment needs. The HDPM and Logistics Supervisor will remain flexible and responsive to the needs of our deployed CIVPOL.

2.4.5.4 Inventory Control. The Logistics Supervisor will maintain strict accountability of all supplies and equipment in Haiti. We plan to use a bar code and scanner system as we have found to be accurate and cost-effective on similar support contracts. All equipment will be tracked and accounted for automatically with monthly updates sent in to the WDC PMO.

2.4.5.5 Secure Storage of Weapons and Ammunition. PAE-HSC will provide triple barrier security protection at the HPMO for weapons and ammunition storage. Weapons and ammunition will be maintained in a locked safe, inside a locked room, inside a secure building. In addition the secure building is gated and will be guarded 24/7 by our local security subcontractor. CIVPOL Officers will be required to turn in their weapons whenever they depart the country on compensatory time off or on leave.

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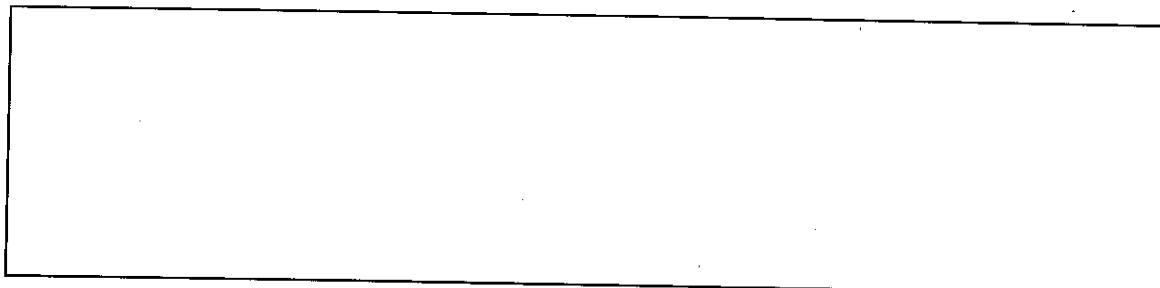
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2.4.5.6 Use of Sub-Contractors and Vendors for Logistical Support. As the result of our reconnaissance trip to Haiti, we have tentatively identified several potential sub-contractors and vendors. For example, we have identified local sources for vehicle leases and maintenance, computers and Internet support, fuel, and security guard services. We know that we can also rely on our network of established relationships with proven support providers such as uniform and equipment wholesalers, freight forwarders and shipping agents to support our operation in Haiti.

2.4.5.7 Transportation. PAE-HSC has made preliminary arrangements with SECOM of Port-Au-Prince to lease four vehicles for our HPMO. The lease will include provisions for routine vehicle maintenance, insurance, licensing, and emergency repairs and service. The vehicles will be diesel powered and equipped with air-conditioning and four-wheel drive capability. Under the direction of the Logistics Supervisor, our local national drivers will make weekly trips to deliver necessary supplies, including bottled water to our CIVPOL Officers deployed in the outlying provinces. In order to maintain CIVPOL Officer morale, we intend to also deliver personal mail, books, DVDs on these trips. The HDPM, [REDACTED] and Physicians Assistant will be on a rotational schedule to visit deployed CIVPOL Officers to ensure each fulfills their respective responsibilities to the CIVPOL.

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2.4.5.8 Maintenance. PAE-HSC understands that proper maintenance of buildings, vehicles, generators and other equipment is essential, particularly in an environment such as Haiti. We will ensure that all property and equipment procured under the CIVPOL contract is serviceable and maintained in accordance with the recommendations of the manufacturer. In order to properly maintain the Beretta 9 mm pistols, PAE-HSC proposes will send our [REDACTED] to the manufacturer's armorer's course. To ensure that vehicles are properly maintained, the [REDACTED] will establish procedures that provides for; daily trip tickets reflecting who drove the vehicle and amounts of fuel or oil added, daily operator inspection, mechanical fault reporting, vehicle damage reporting, and regularly scheduled maintenance.

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2.4.5.9 Fuel. PAE-HSC has identified a reliable local supplier, Texaco, for petroleum, oil, and lubricants necessary to run and maintain our project support vehicles, generators, space heaters and other equipment. We understand the need to maintain strict accountability of fuel consumption.

2.4.5.10 Communications. PAE-HSC understands that communication between our HPMO and deployed CIVPOL in Haiti will be a challenge. Within the greater Port-Au-Prince area, we believe we can rely on local land lines and cell phones. To communicate with CIVPOL in extended provinces, we are prepared to deploy VSAT phone packages. The VSAT systems may be set up in any location or mounted in vehicles and provide Internet connectivity in addition to phone service. VSAT ensures that there is always reliable communication between the HPMO in Port-au-Prince and CIVPOL Officers in the provinces and provides an emergency means of communication with the WDC PMO in Virginia. VSAT also enables the CIVPOL to communicate with their families in the US in the event of emergency.

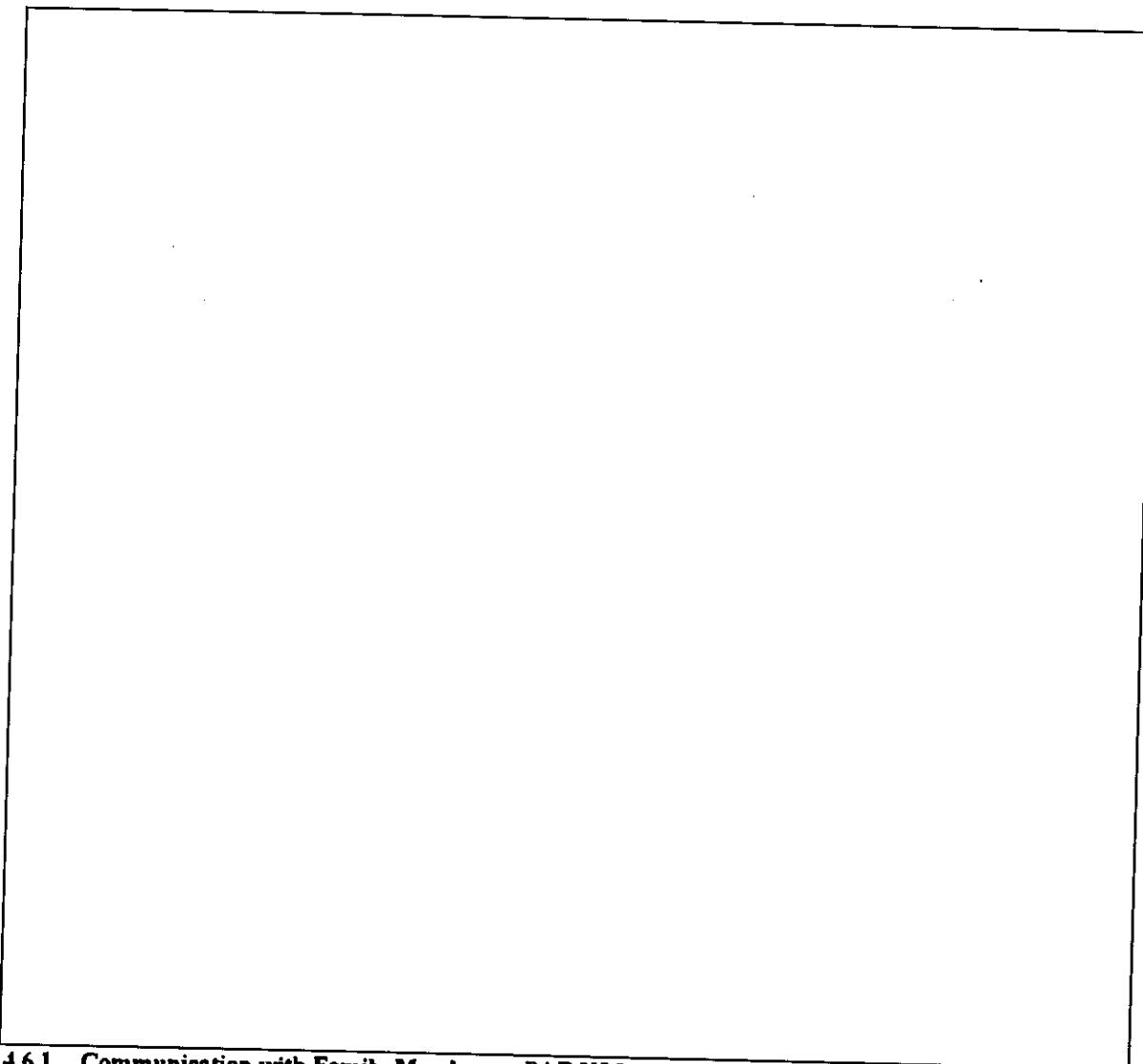


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2.4.6 Morale, Welfare, and Recreation (MWR) Support

PAE-HSC fully understands that providing the full range of Morale, Welfare, and Recreation (MWR) services to CIVPOL deployed in Haiti is key to maintaining the officers' morale. PAE has demonstrated on numerous overseas contracts that we believe in doing anything we can reasonably do to make the environment for our employees as comfortable as possible. The HDPM will be responsible for an MWR program with features such as:



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2.4.6.1 Communication with Family Members. PAE-HSC understands the importance to the morale of our deployed CIVPOL Officers to maintain contact with family and friends in the US. Our CIVPOL Officers in Haiti will be able use the communications resources at the HPMO, including telephone and internet stations, to communicate with their families. As described above, those CIVPOL Officers in outlying provinces will have access to laptop computers with Internet access via the VSAT system.



2.4.7 Contingency Plans

Over the years, PAE-HSC has gained a wealth of experience in dealing with the various contingencies that can arise when employees are deployed overseas. We understand the value of advance planning for what might happen and we are knowledgeable and experienced in preparing contingency plans. All American national personnel whether CIVPOL or contract support personnel will be required to register with the consular office. The HDPM will be responsible for preparing contingency plans for the CIVPOL mission in Haiti. PAE has extensive experience with emergency evacuations and has been commended by DOS in previous missions throughout Africa, Central America and Asia, for providing outstanding service in extreme conditions.

2.4.7.1 Crisis Response Cells. One of the things we have learned is the value of planning for and activating crisis response cells in the event of emergencies in overseas locations. In the event of an emergency such as an armed uprising in Haiti,

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2.4.7.2 Family Member Emergency. One of the contingencies that the HDPM will plan for is the need to promptly evacuate a CIVPOL Officers for personal reasons such as the illness or death of a family member at home. The HDPM will be sensitive to this need and, after consulting with the Contingent Commander, MINUSTAH and the INL Representative, facilitate the CIVPOL Officers's return home by the most expedient means. While the CIVPOL Officers is out of country, the HDPM will monitor the situation through the WDC PMO to determine if and when the officer is likely to return. The HDPM will keep the Contingent Commander and the INL Representative informed.

2.4.7.3 Emergency Evacuation. PAE-HSC understands that MINUSTAH will have plans to evacuate all CIVPOL Officers contingents from Haiti in the event of emergencies beyond their ability to handle. Nonetheless, our HDPM will prepare a written plan to evacuate CIVPOL Officers and project support staff from Haiti in the event of armed rebellion or other national emergency. In addition to detailing evacuation procedures, the plan will address who is responsible for making the evacuation decision and how the decision will be communicated. The evacuation plan will parallel those of MINUSTAH and the US Embassy and the HDPM will coordinate planning with the INL representative and the Regional Security Officer. The HDPM will ensure that each CIVPOL Officers and support employee is fully knowledgeable of the provisions for evacuation.

2.4.7.4 Death of CIVPOL Officer. Another contingency that the HDPM will plan for is the death of a deployed CIVPOL Officers or member of our project support staff. Plans will be made for notification of family members in the US and timely repatriation of the remains under escort.

2.4.7.5 Natural Disasters. There is a high probability of hurricanes and resultant flooding in Haiti that can severely affect our ability to support deployed CIVPOL Officers. The HDPM will ensure that plans are in place to deal with hurricanes and that emergency supplies and equipment is on hand and ready for use at all times.

2.4.7.6 MEDEVAC. As detailed above we have identified a reliable firm, MEDEX, to provide emergency medical evacuation services for our CIVPOL Officers and support staff in Haiti. In preparation of contingency plans, the HDPM will detail under what circumstances emergency medevac is to be used, who can authorize it, and how to contact MEDEX.

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2.4.8 Response to Needs of CIVPOL Officers

PAE-HSC wants to make sure that we are responsive to the concerns of our deployed CIVPOL Officers. We know that even a perception that we don't care about them will impact negatively on mission accomplishment. We also know that if officer concerns are not addressed promptly and appropriately that there is a potential for minor issues to become major problems. PAE-HSC is also very serious about responding to allegations of impropriety or fraud, waste, and abuse.

2.4.8.1 Resolution of Problems at the Lowest Level. All PAE-HSC managers, from the HDPM to the CEO's of PAE and HSC, have open door policies. However, our intent is to ensure that problems are resolved at the lowest level possible. Simply stated, this is making the administrative and logistical chain of command work as it is supposed to.

2.4.8.2 Monthly Contact with CIVPOL and 24 Hour Response Time. PAE-HSC policy will require that the HDPM have contact with each deployed CIVPOL Officers not less frequently than once per month. The purpose of such contact is to ensure that we are meeting the needs of the officers in the field. Ideally, this contact will be face to face, however, circumstances may limit us in some instances to telephonic contact. PAE-HSC policy will also require that the HPMO respond to questions or requests for support from the CIVPOL Officers within 24 hours. That is not to say that the issue raised will necessarily be resolved within 24 hours, but at least the CIVPOL Officers will know that his question or request is being addressed, who is responsible for the action, and how soon an answer might be expected.

2.4.8.3 Ombudsman. The PM will have the additional duty of serving as the CIVPOL Ombudsman. As such, the PM will visit the HPMO at least once per year to meet with as many CIVPOL Officers as possible and look into any concerns or issues they express.

B4

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2.4.11 Security Considerations in Haiti

PAE-HSC understands the security concerns in Haiti and will take all necessary measures to safeguard personnel, supplies, and equipment. The primary threat at present appears to be criminal – theft, robbery, and hijacking. The HDPM will prepare a written security plan for the HPMO and will contract for local armed security guards. Contract guards may also be provided to escort supply deliveries as appropriate. Additionally, if the security situation becomes worse,

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2.4.12 Assistance to INL and Other DOS Officials in Haiti

PAE-HSC understands that, from time to time, the INL representative and other DOS officials in Haiti will require assistance in carrying out their missions with regard to CIVPOL. In such instances, the HDPM will undertake such actions as priority missions, and in coordination with the PM, will use whatever resources are required and available.

2.4.13 Recurrent Training

PAE-HSC recognizes the need to provide recurrent training to CIVPOL Officers during their year in Haiti. Some skills are perishable and some topics need to be emphasized periodically. In the absence of UN training, we would expect to provide firearms qualification semi-annually so the HDPM will locate and secure an appropriate pistol range. Additional subjects for periodic refresher training would include the Honor Code and Emergency First Aid. To conduct such training, we have the option of bringing our trainers on temporary duty from the US or using assets in Haiti. We have the capability to respond to any other training requirement in a similar manner.

2.4.14 Repatriation

PAE-HSC understands that our responsibility does not end until each CIVPOL Officers has been properly released from his secondment, turned in all non-expendable equipment (including the weapon and badge), and returned to his home of record. The PM will establish a system for efficiently accomplishing these tasks

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2.4.15 Records

PAE-HSC will maintain appropriate records and make them available to DOS as requested. Such records include personnel files, performance appraisals, counseling statements, award recommendations, time sheets, supply inventories, purchase records and receipts, and written contingency plans. In addition to providing the various reports required, the DB/website are available to DOS to do queries and searches to get real time data on the current status of the mission as well as the recruiting efforts.

2.4.16 Quality Management of Support Functions in Haiti

PAE-HSC will thoroughly integrate quality management process into our processes and procedures to support deployed CIVPOL Officers in Haiti.

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2.4.17 Conclusion

PAE-HSC recognizes that there are many variables associated with supporting employees seconded to mission entities in foreign countries. The processes and organizations we have outlined in this section demonstrate an understanding of the requirements and our capability to:

- Administratively and logistically, support the deployed CIVPOL Officers in Haiti consistent with PAE-HSC's high standards.
- Maintain the best quality of life possible for CIVPOL Officers in Haiti.
- Promptly respond to CIVPOL Officers needs and concerns.
- Maintain accountability, serviceability, and security of all supplies and equipment to include weapons.



SECTION 2.5
PROCUREMENT ACTIVITIES IN SUPPORT OF
HAITIAN NATIONAL POLICE (HNP), HNP ACADEMY,
AND SPECIALIZED HNP UNITS

2.5 Introduction

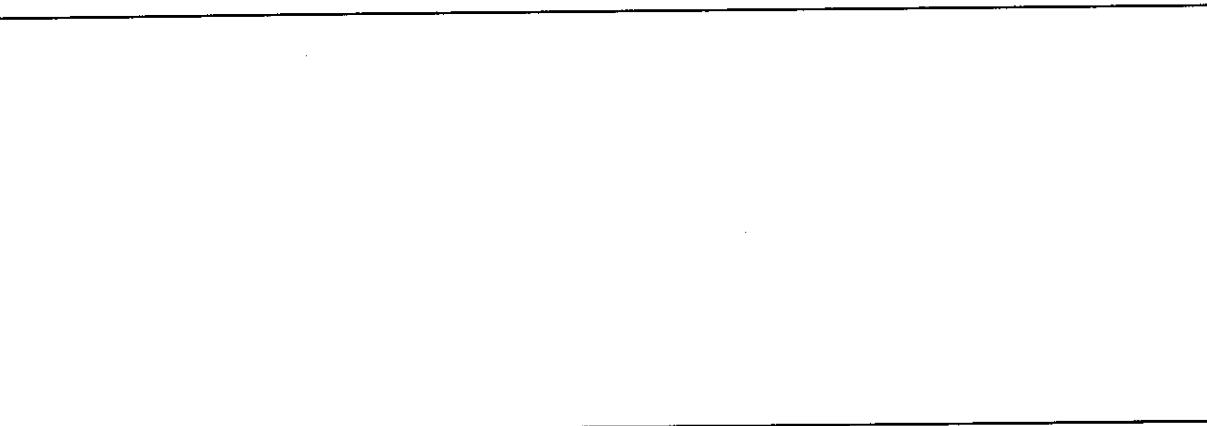
PAE-HSC understands that an important task inherent in the overall mission of reforming and restructuring the criminal justice system in Haiti is the recruitment of technical advisors, procurement of supplies and equipment, and construction services on behalf of the HNP, the HNP Academy, and specialized HNP units. PAE-HSC is fully capable of completing any and all procurement tasks in Haiti. The recruitment of technical advisors is very similar to the contract PAE maintains with DOS for OSCE REACT and the procurement of supplies, equipment, and construction services closely parallels what PAE has been doing in Africa for years in support of the Economic Community of the West African States as well as various US Government agencies in Afghanistan.

2.5.1 Objectives

PAE-HSC has identified several key objectives in the procurement activities on behalf of the Haitian National Police:

- Be flexible and responsive to the needs of the Haitian National Police, MINUSTAH, and DOS.
- Expediently provide the most qualified technical advisors and best quality supplies, equipment, and construction services.
- Use competitive bidding and other proven practices to ensure that supplies, equipment, and construction services are obtained at best prices and value.

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2.5.2 Recruitment of Technical Advisors

PAE-HSC understands that technical advisors in criminal justice and related areas of expertise will likely be required to help reform and restructure the criminal justice system and police institutions in Haiti. We are fully capable of providing technical advisors in the quantity and skill sets needed. We have provided additional information in Section 2.6.3 of this TO response.



2.5.3 Procurement of Supplies and Equipment

PAE-HSC has a well-established, global logistical support infrastructure on which to base our procurement of supplies and equipment for the HNP. We have a comprehensive network of proven vendors and suppliers, particularly in the area of uniforms, police supplies, and training equipment. We also have established relationships with reliable freight forwarders and shipping companies. The primary person responsible for procurement of supplies and equipment in support of the HNP will be the Procurement/Logistics Manager at the WDC PMO. Our CIVPOL Procurement/Logistics Manager has 15 years of Federal procurement and logistics experience. All procurements will be in accordance with the FAR provisions referenced in the basic CIVPOL contract. Supplies and equipment purchased in the US will be consolidated by one of our freight forwarders and direct shipped to Haiti by the most cost-effective method, air or surface that meets the DOS required schedule. We are experienced with export/import procedures and licensing for special categories of material such as weapons, ammunition, and controlled medications. The PAE-HSC Logistics Supervisor at the HPMO will arrange for receipt and delivery of the supplies and equipment in Haiti, to include inbound customs clearance. The HPMO will have the capability to securely store supplies and equipment until the HNP is ready to receive it. The HPMO will also have the capability to break down, sort, and repackage shipments for delivery throughout Haiti.

2.5.4 Procurement of Construction Services

One only has to look at the rapid construction projects PAE has completed in the last two years in challenging environments such as Cote d' Ivoire, Liberia, Sudan, and Afghanistan to realize that PAE-HSC is uniquely qualified to procure construction services in support of the criminal justice institutions in Haiti. Design and construction has been a core business of PAE for nearly 50 years. We have provided construction services all over the world, to include Central and South America, Middle East, Asia, and Africa. The corporate experience and technical engineering expertise of PAE Corporate Headquarters is available to the PM in the procurement of construction services in Haiti. PAE-HSC can assist HNP and MINUSTAH with assessments of damaged structures and help determine whether it is economical to renovate or repair a building. We have the know-how to renovate or repair existing facilities, to build new buildings from the ground up, and to erect pre-fabricated modular units.

2.5.5 Competitive Bidding

To ensure that DOS receives the best value in procurements, PAE-HSC will strictly adhere to a competitive bidding process. PAE-HSC's procurement policy complies with FAR SUBCHAPTER B – COMPETITION AND ACQUISITION PLANNING. In all procurements of supplies, equipment, and construction services under the Cost Reimbursement CLIN (X040) in excess of \$2,500.00, PAE-HSC will secure at least three written offers. Copies of the three offers will be attached to all cost reimbursement invoices.

2.5.6 Quality Management of Procurement Functions

As part of our corporate quality management process, PAE-HSC will continually validate the quality and effectiveness of our procurement activities. The PAE-HSC Procurement/Logistics Manager is directly responsible to the PM for procurement actions and continuous process improvement. Our corporate quality management staff will continuously evaluate our procurement process for compliance, relevance, achievement of performance standards, record management and capturing of lessons learned.

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In addition, our continuous improvement process requires feedback from DOS in order to further refine and adjust to the mission requirements. Through written requests as well as verbal exchanges, PAE-HSC will conform the quality oversight to the evolving contracts and TOs.

2.5.7 Conclusion

Based on our extensive corporate experience in procurement of technical advisors, supplies, equipment and construction services, PAE-HSC is confident in our ability to:

- Be flexible and responsive to the needs of the HNP, MINUSTAH, and DOS.
- Expediently provide the most qualified technical advisors, best quality supplies, equipment, and construction services.
- Use competitive bidding and other proven practices to ensure that supplies, equipment, and construction services are obtained at the best prices and value.



SECTION 2.6

DEPLOYMENT OF TECHNICAL ADVISORS AND TRAINING TEAMS

2.6 Introduction

PAE-HSC understands the need to remain flexible and to have the capability of providing additional technical support to MINUSTAH and the Haitian National Police as needed. This additional technical support may be in the form of technical advisors or training teams.

2.6.1 Objectives

In the deployment of technical advisors and training teams, PAE-HSC objectives are to:

- Maintain a pool of experienced technical advisors and trainers ready to be deployed to Haiti on short notice.
- Prepare these advisors and training teams with Haiti orientation and any required uniforms and equipment.
- Rapidly deploy technical advisors and training teams to Haiti and provide them the support necessary to accomplish their mission.

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2.6.2 Role of Technical Advisors and Training Teams in Haiti

PAE-HSC understands that technical advisors will likely be needed for short-term assignments of up to 1,000 labor hours in Haiti to assess local capabilities relating to the HNP Academy, forensic sciences, organizational development, accreditation, and the judicial system. Technical Advisors may also be tasked to assist in drafting legislation as well as the implementing departmental regulations, policies and procedures. Police technical advisors may directly advise individual mid and senior level police and judicial personnel to promote the development of a sustainable, credible, and legitimate criminal justice system in Haiti.

PAE-HSC understands that training teams may also be deployed for short-term assignments of up to 1,000 labor hours in Haiti to develop and deliver specific curricula in a variety of law enforcement topics including human rights and dignity, democratic and community policing standards, arrest procedures, patrol, station procedures and management, interview techniques, unarmed defense, civil disturbance management, domestic violence, court security and other relevant topics.



2.6.3 Selection of Personnel as Advisors and Training Team Members

*** PAE-HSC is fully capable of providing technical advisors and training team members in the quantity and skill sets needed.**

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2.6.4 Pre-deployment Orientation and Support

Once the DOS CIVPOL Program Officer approves the individual technical advisors or training team members that we nominate, PAE-HSC will have them flown to the NCC. At the NCC, we will provide one or two day orientation training, issue whatever specialized uniforms and equipment are needed, and finalize their employment agreements. Depending on timing, we may have them integrated into a pre-deployment training class for the Haiti mission. While technical advisors and training team members are at the NCC we will make them available for meetings with INL as desired. Once technical advisors are properly prepared, we will fly them commercially to Haiti.

2.6.5 Support of Technical Advisors and Training Teams in Haiti

The PAE-HSC DPM will meet technical advisors and training teams upon arrival in Haiti. Throughout the duration of their assignment in Haiti, the HDPM will provide whatever administrative and logistical support they require to include transportation, lodging, medical support, administrative support, communications, laptop computers, Internet access, training-related equipment, and security.

2.6.6 Quality Management of Deployment of Technical Advisors and Training Teams

Our Quality Management Process is woven through all phases of all of our overseas deployments. Deploying Technical Advisors and Training Teams will be no exception. The PAE-HSC management team will continually focus on process improvement utilizing input from deployed technical advisors and training team members as the basis for determining how we might improve the level of support that we provide to them.

In addition, our continuous improvement process requires feedback from DOS in order to further refine and adjust to the mission requirements. Through written requests as well as verbal exchanges, PAE-HSC will conform the quality oversight to the evolving contracts and TOs.

2.6.7 Conclusion

Based on our experience on similar contracts and our clear understanding of the Haiti mission, PAE-HSC is fully capable of:

- Maintaining a pool of experienced technical advisors and trainers ready to be deployed to Haiti on short notice.
- Preparing these advisors and training teams with Haiti orientation and any required uniforms and equipment.
- Rapidly deploying technical advisors and training teams to Haiti and providing them all the support necessary to accomplish their mission.

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SECTION 3.0
PHASE-IN PLAN AND MILESTONE CHART

3.0 Objectives

Upon award of this TO, PAE-HSC's phase-in objectives are:

[Redacted]

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3.1 Phase-In Schedule and Milestone Events

PAE-HSC's Milestone and Phase-In Chart (Figure 3-1) identifies all activities associated with the Haiti deployment from recruitment through delivery to MINUSTAH in Haiti for their Induction Training.

Principal Milestones include

[Redacted]

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3.2 Planning and Preparation for Additional Contingents

Both the WDC PMO and HPMO are prepared for additional deployments.

[Redacted]

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Our training facilities providers have been apprised of the potential for additional periods of training

[Redacted]

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3.3 Quality Management of Phase-In

Our Phase-In Plan has been prepared with its focus on the deploying contingent. Each step provides a piece of the total body of activity that, when completed, will produce an organization and facility fully prepared to accept our CIVPOL Officers, minimize their accommodation to this new endeavour, and turn them over to MINUSTSAH, equipped and ready for the next phase of their tour. With the completion of

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Phase-In, our deployed HPMO will transition to the provision of 24/7 administrative, logistical, financial and MWR support of our deployed contingent.

3.4 Conclusion

With 50 years of global experience behind us, the PAE-HSC Team fully appreciates the importance that making a good start has on subsequent performance. It is with that truism in mind that we have prepared this Phase-In Plan. We have addressed activities and effected prior coordination with all the players in the Phase-In at a level that gives us a high assurance of its success and, having been completed according to the schedule, will lead to a seamless acceptance of the CIVPOL contingent and smooth transition to normal operations.

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CONTRACT #: SLMAQM-04-C-0033 HAITI CIVILIAN POLICE

PAGE 63
4 AUGUST 2014

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**SECTION 4.0
KEY PERSONNEL**

4.0 Introduction

The key personnel we propose for employment under the Haiti CIVPOL TO were selected based on their demonstrated professionalism, proven abilities, integrity and "can-do" attitudes. Each person whose resume appears in Appendix 1 Resumes, is an experienced international manager who meets, and in most cases exceeds, the requirements of the basic contract. Our key personnel will represent PAE-HSC and DOS with performance and conduct to the highest ethical standards and will not bring disgrace or embarrassment to DOS CIVPOL missions.

4.1 Objectives

PAE-HSC's objectives are to provide:

- The best qualified, most widely experienced and professional management and staff available.
- Flexibility to expand or reduce the scope of the project support organization to meet changing needs of the mission.

4.2 Key Personnel

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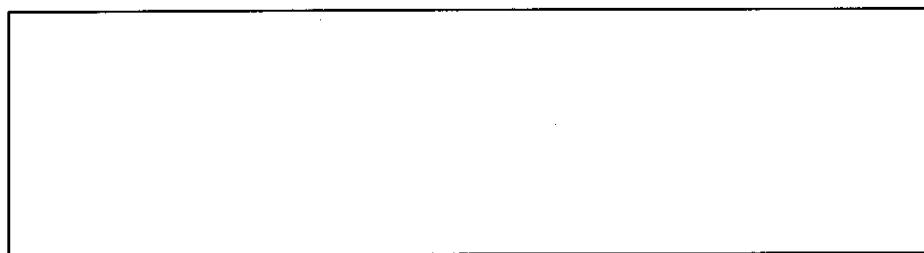


APPENDIX 1

RESUMES

Introduction

PAE-HSC has put together a very highly qualified and talented team to work on the Haiti CIVPOL TO. In this appendix, we are proud to provide the resumes of the following team members:



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* Denotes "Key Personnel" as specified in the Contract and TO

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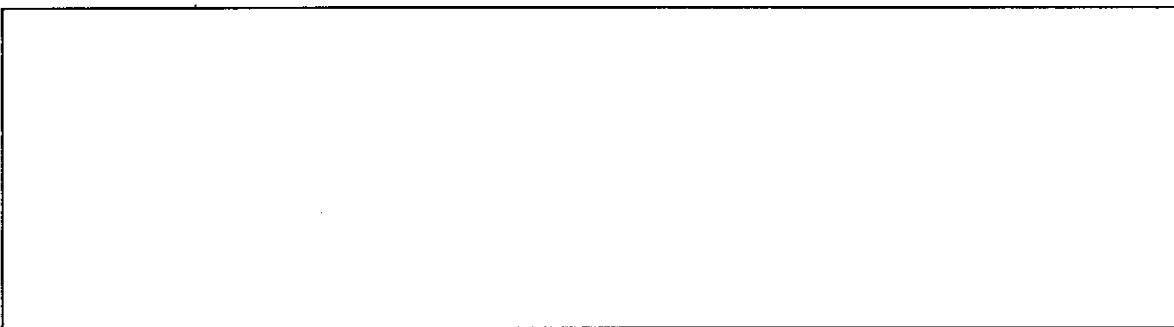
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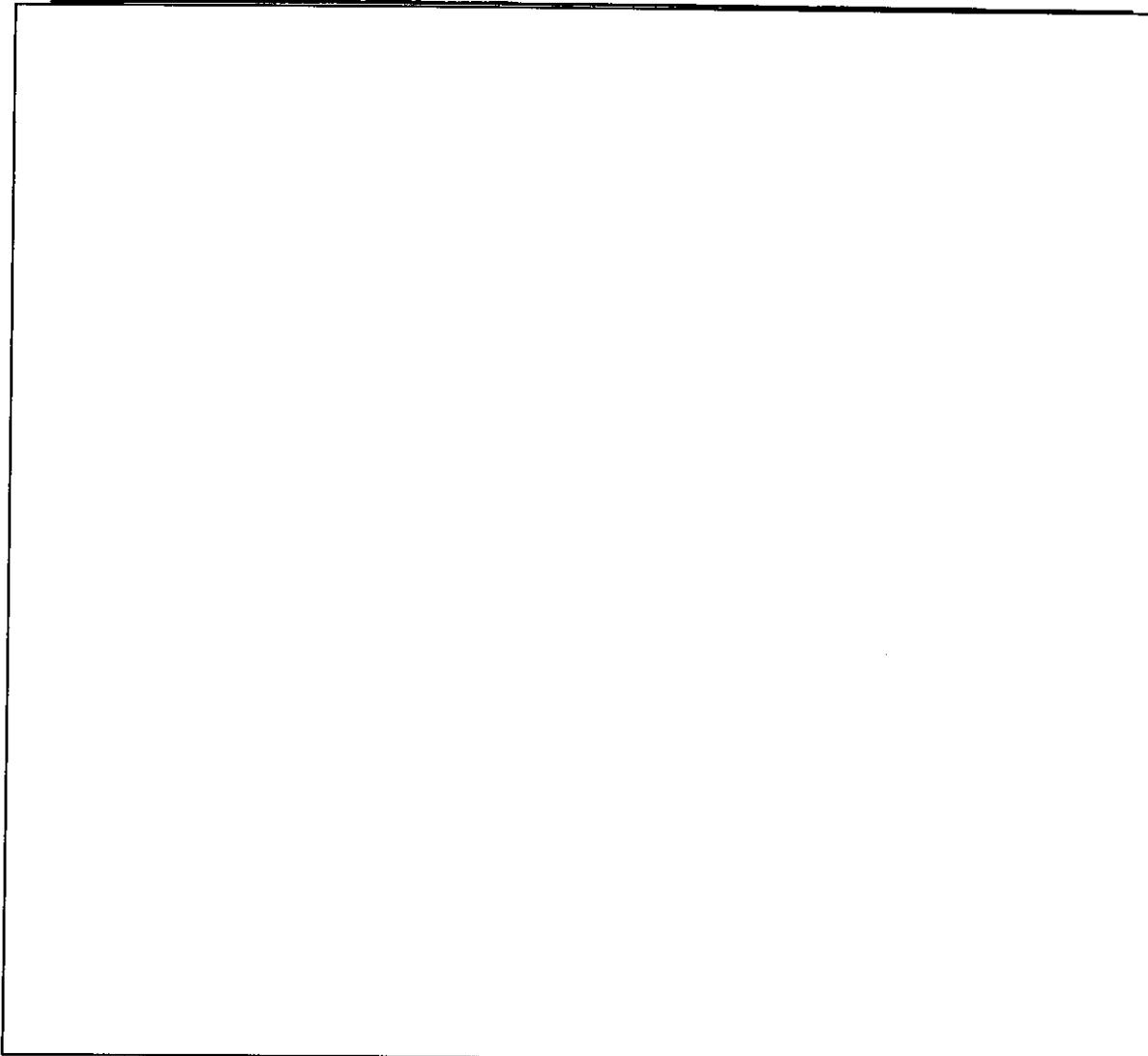
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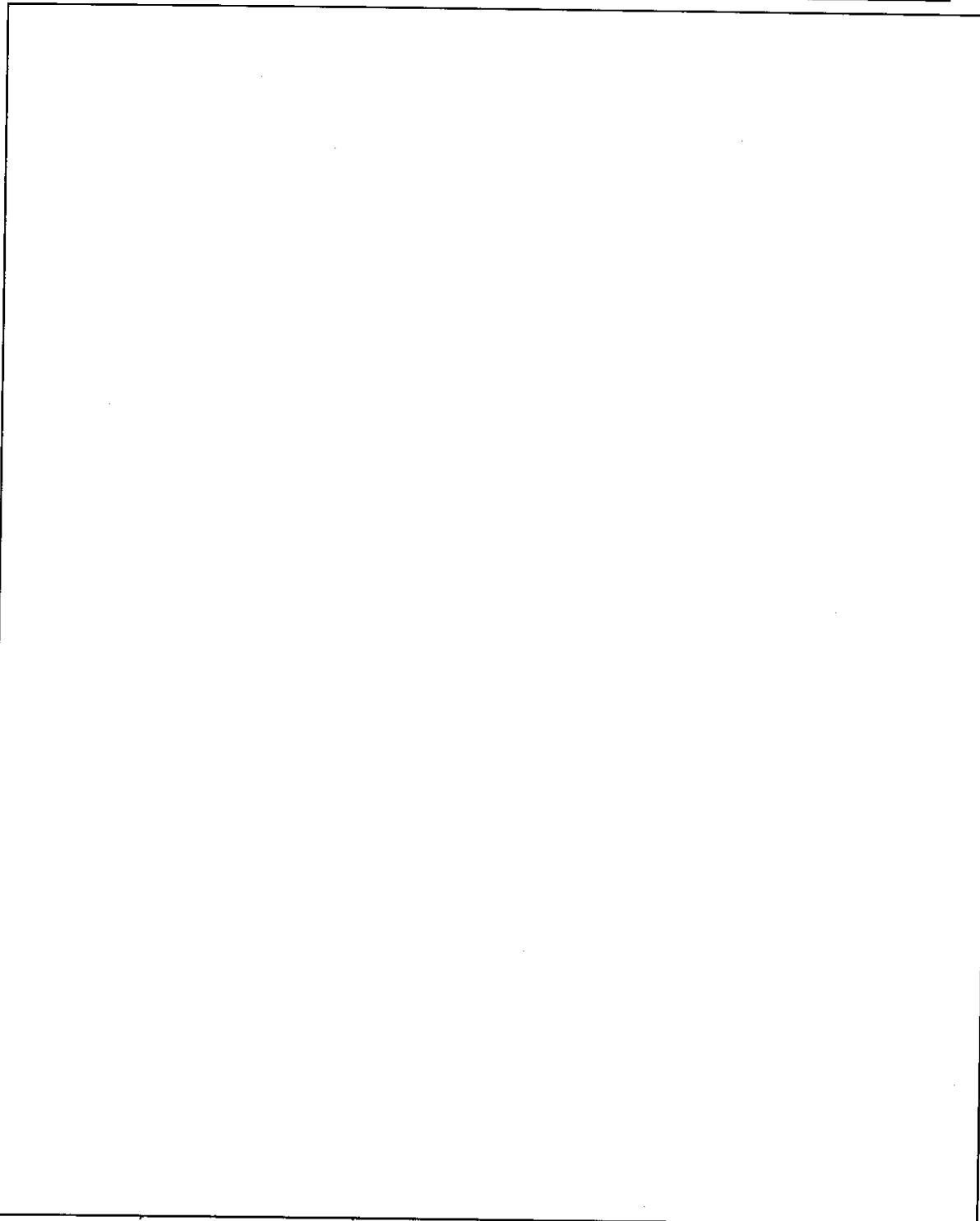
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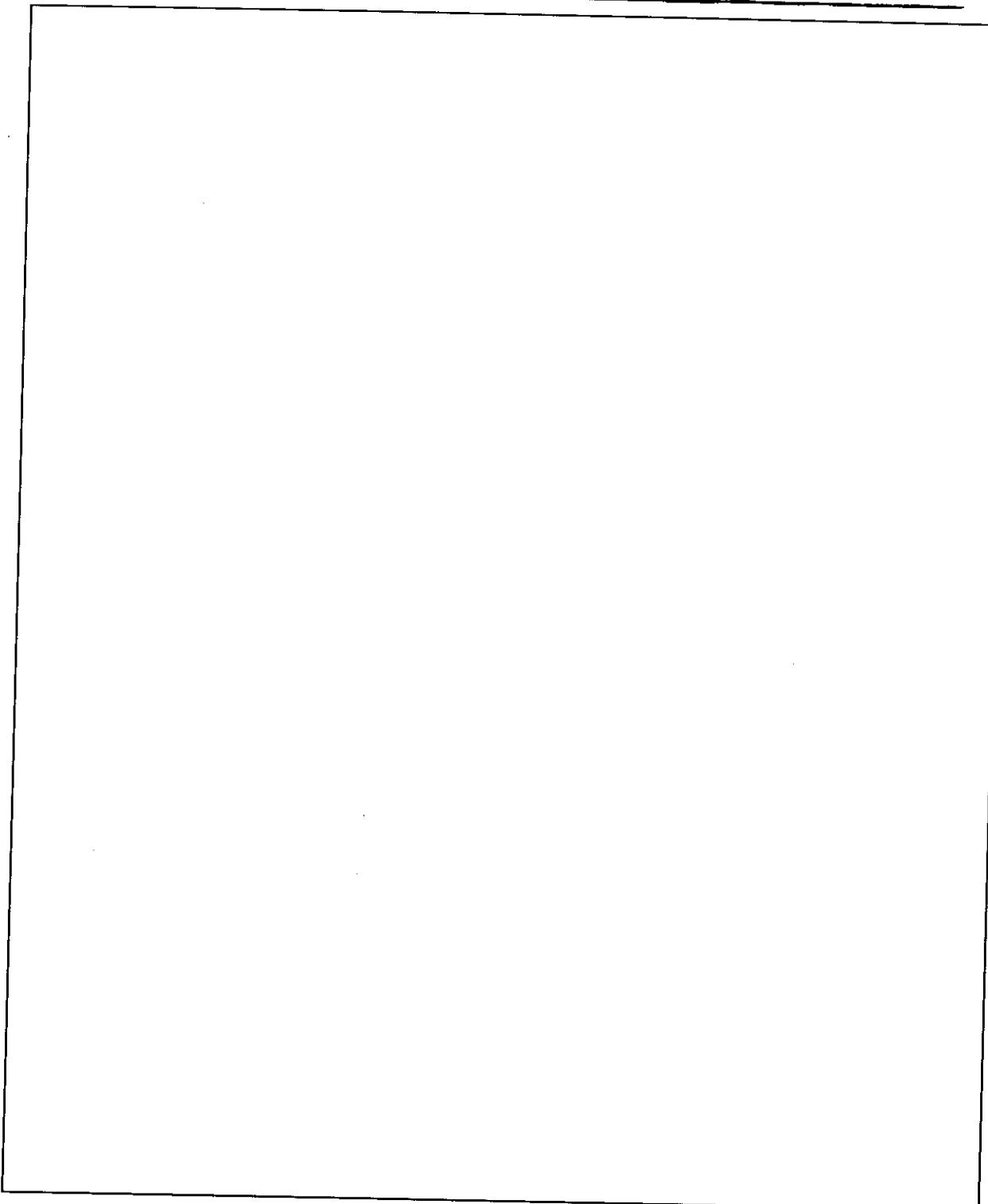
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PAGE A1-10
4 AUGUST 2004

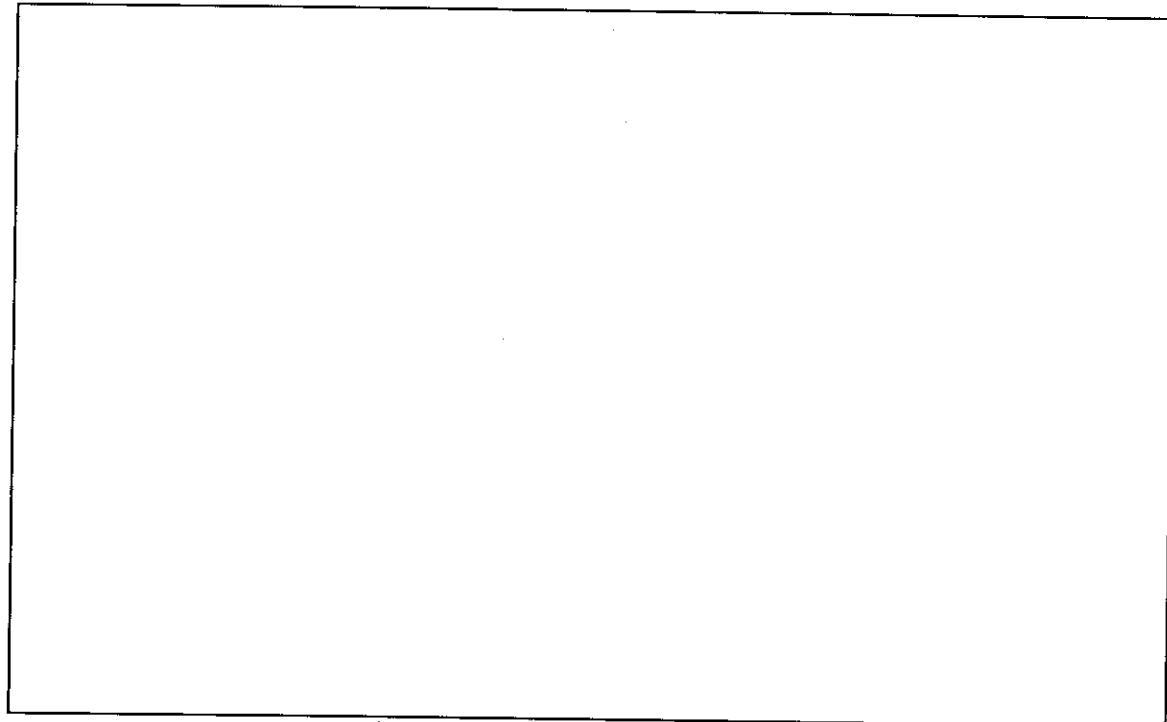
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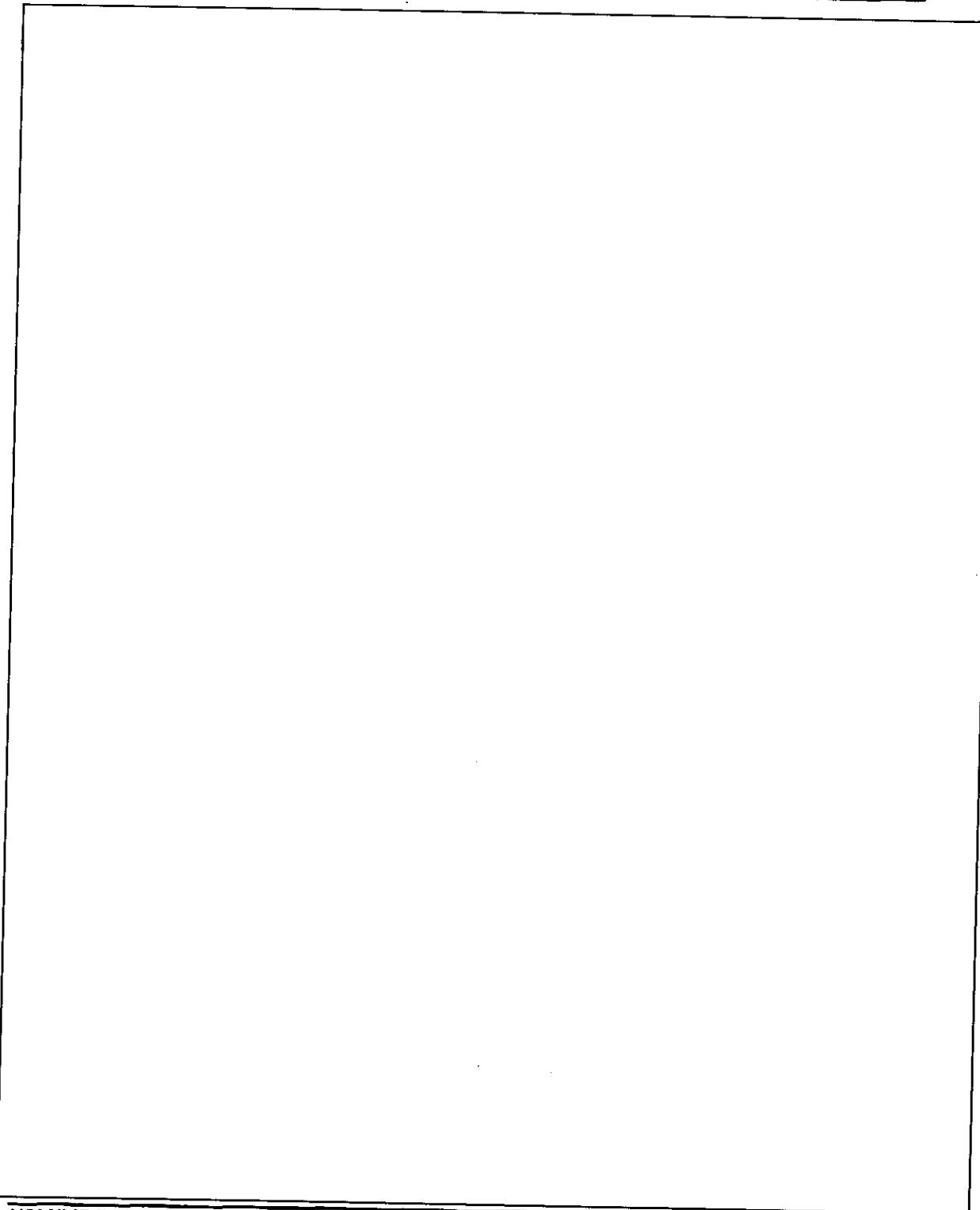
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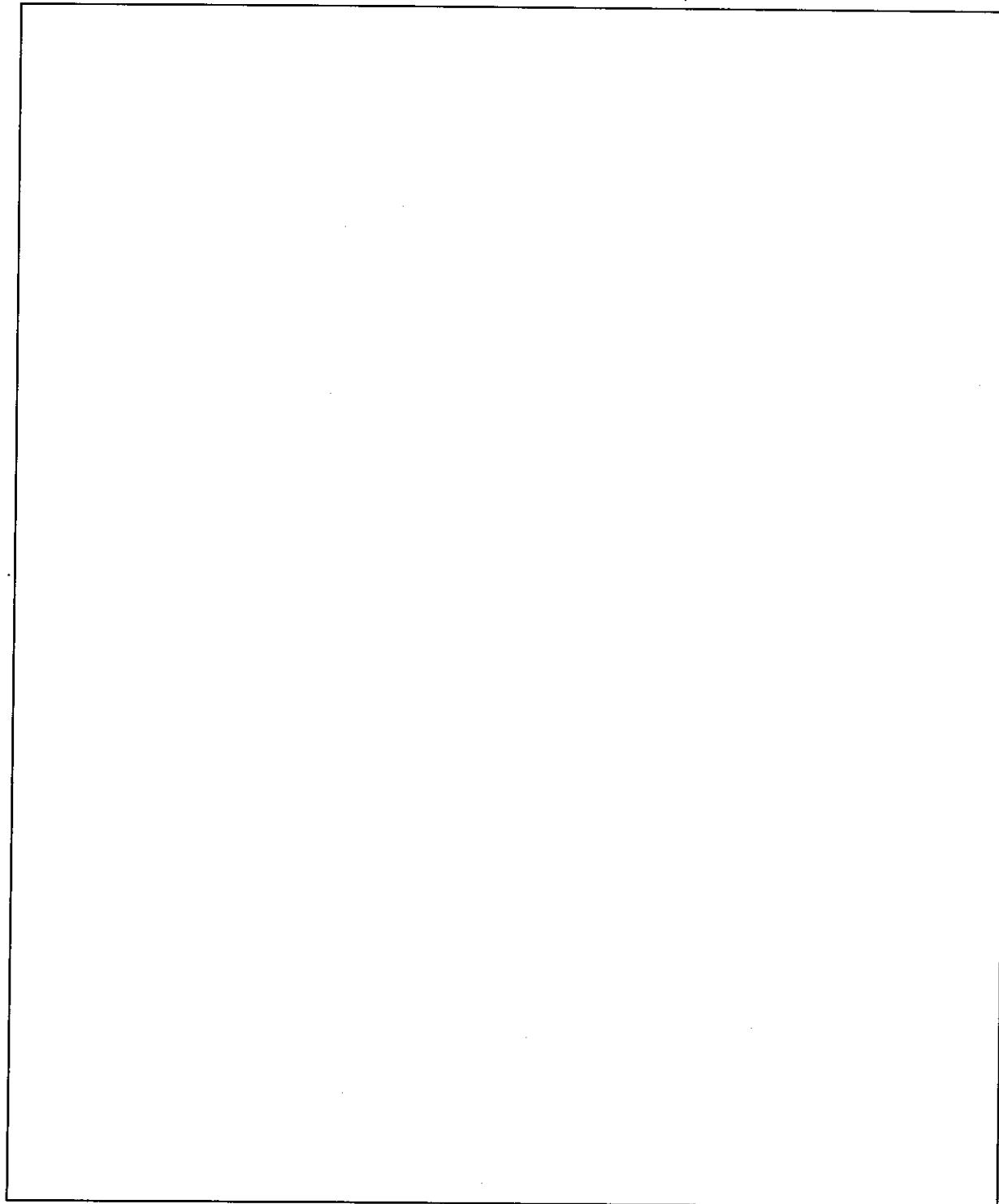
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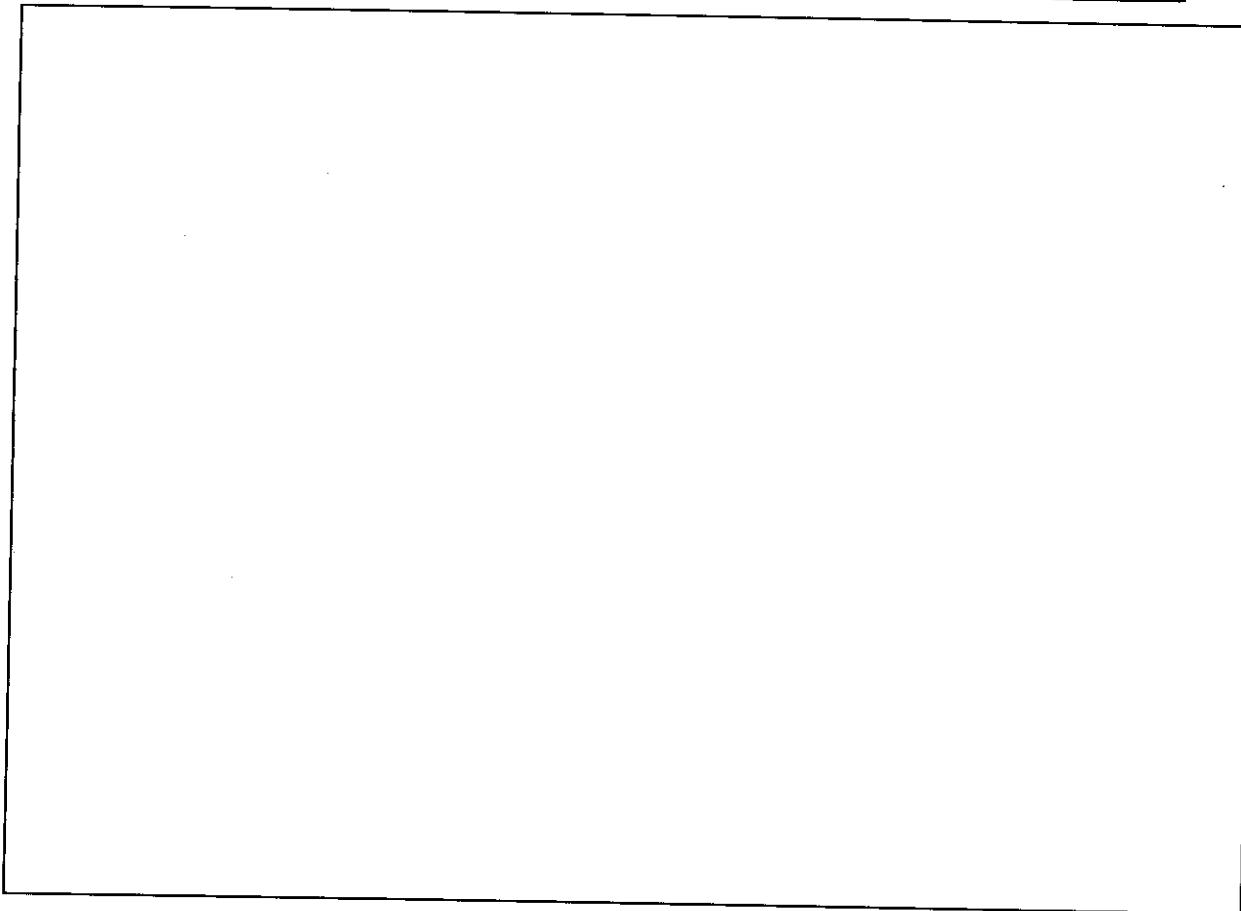
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APPENDIX 2

SAMPLE TRAINING SCHEDULE

Introduction

PAE-HSC is committed to properly prepare our CIVPOL Officers for assignment in Haiti. As detailed in Section 2.2 of this TO Technical Response, we are fully prepared to conduct all required pre-deployment training at the NCC and the Blue Ridge Arsenal. We can provide certified instructors and all required training materials.

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PAE-HSC remains flexible and will conduct the training where and how DOS directs. We will coordinate training with the DOS INL Training Director. We are familiar with the current PAST program of instruction as currently taught at the Crucible Training Facility in Fredericksburg, Virginia. If DOS desires, we will use the same program of instruction, facility, and instructors. Or, we have the capability to provide the same program of instruction at the NCC and Blue Ridge Arsenal.

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CONTRACT: SLMAQM04C0033

HAITI CIVILIAN POLICE PROGRAM

REVISED PRICE PROPOSAL



TASK ORDER RESPONSE VOLUME I PRICE PROPOSAL

This proposal includes data that shall not be disclosed outside the Government and shall not be duplicated, used, or disclosed -- in whole or in part -- for any purpose other than to evaluate this proposal. If, however, a contract is awarded to this offeror as a result of -- or in connection with -- the submission of this data, the Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained on all sheets.

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COST RATIONALE

This cost rationale covers the items included in this proposal prepared by PAE-HSC Joint Venture. We have provided explanations to substantiate our costs. The costs have been computed in accordance with the Statement of Work provided by the Government.

LABOR COSTS (CLIN 0004 – CLIN 0033)

In accordance with the instructions in the Statement of Work, PAE-HSC has priced a broad range of law enforcement experts based on the percentages from Section C of the contract. In order to accurately account for all positions, PAE rounded the Full Time Equivalent (FTE) count to the nearest whole body thus eliminating any positions which would require a portion of an FTE.

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CLIN #	LABOR DESCRIPTION	% FROM CONTRACT	QTY PROPOSED
0004	Law Enforcement Generalists	45%	
0005	Certified Trainers	12%	
0006	Border Police	3%	
0007	Crimes Against Persons Investigator	4%	
0008	Property Crimes Investigator	3%	
0009	Supervisory/Mgmt. Officers	7%	
0010	Court Security Specialists	2%	
0011	Corrections Officers	3%	
0012	Intelligence Officers	2%	
0013	Custom Officers	2%	
0014	Crime Scene Investigator	4%	
0015	Commanders/Executive Officers	1%	
0016	Dignitary Protection Officers	3%	
0017	Civil Disorder Specialist	3%	
0018	Organized Crime Investigator	2%	
0019	Traffic Accident Investigator	4%	
TOTAL			

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DBA INSURANCE (CLIN 0034)

TRAVEL (CLIN 0035)

PAE-HSC has assumed all Civpol Officers will travel to the mission directly after completing training. All travel costs associated after completion of training will be paid by the United Nations and are thus not incorporated within our Price Proposal. The costs associated with this CLIN do not contain G&A, Overhead and/or Profit.

TRAINING (CLIN 0036)

The costs associated with training have been incorporated within this CLIN.

HOUSING (CLIN 0037)

PAE-HSC proposes to rent an office for the Program Management Office in Haiti. The Expatriate Program Management Office staff in Haiti will also reside in this complex and the associated costs for the Residence are reflected in CLIN 0037.

DANGER PAY (CLIN 0038)

PAE-HSC has computed a

The costs associated with this CLIN do not contain G&A, Overhead and/or Profit.

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POST DIFFERENTIAL (CLIN 0039)

PAE-HSC has computed a

The costs associated with this CLIN do not contain G&A, Overhead and/or Profit.

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COST REIMBURSEMENT (CLIN 0040)

As directed by the Government, PAE-HSC has included the \$1 million NTE Cost Reimbursement CLIN 0040.

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IMMUNIZATIONS (CLIN 0041)

The costs associated with immunizations have been priced within this CLIN. The costs associated with this CLIN do not contain G&A, Overhead and/or Profit.

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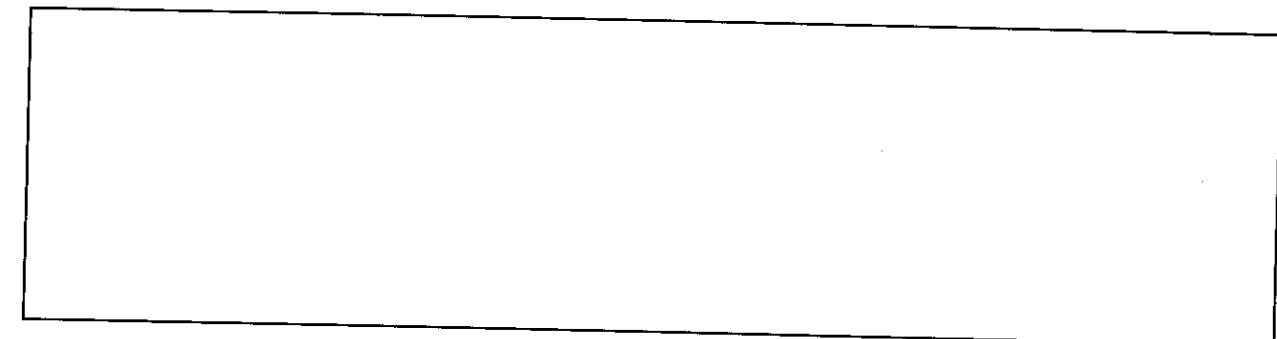
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FIRM FIXED PRICE SERVICES/SUPPLIES (CLIN 0043)

In accordance with the Government's instructions, the contractor has not added any new CLINs or job positions. CLIN 0043 Firm Fixed Price Services/Supplies includes the following items not contained in any other CLINs:

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PAE-HSC JOINT VENTURE PARTNERSHIP

PRICE SCHEDULES

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

CLIN	DESCRIPTION	QTY	UNIT	BASE YEAR	
				UNIT PRICE	TOTAL COST
0004	LAW ENFORCEMENT GENERALISTS	21,231	HOURS		
0005	CERTIFIED TRAINERS	9,099	HOURS		
0006	BORDER POLICE	3,033	HOURS		
0007	CRIMES AGAINST PERSONS INVESTIGATOR	3,033	HOURS		
0008	PROPERTY CRIMES INVESTIGATOR	3,033	HOURS		
0009	SUPERVISORY/MGMT OFFICERS	6,066	HOURS		
0010	COURT SECURITY SPECIALISTS	3,033	HOURS		
0011	CORRECTIONS OFFICER	3,033	HOURS		
0012	INTELLIGENCE OFFICERS	3,033	HOURS		
0013	CUSTOMS OFFICER	3,033	HOURS		
0014	CRIMES SCENE INVESTIGATOR	3,033	HOURS		
0015	COMMANDERS/EXECUTIVE OFFICERS	3,033	HOURS		
0016	DIGNITARY PROTECTION OFFICERS	3,033	HOURS		
0017	CIVIL DISORDER SPECIALIST	3,033	HOURS		
0018	ORGANIZED CRIME INVESTIGATOR	3,033	HOURS		
0019	TRAFFIC ACCIDENT INVESTIGATOR	3,033	HOURS		
0020	LAW ENFORCEMENT/POLICE ADVISORS	1,000	HOURS		
0023	CRIMINAL JUSTICE SPECIALISTS	1,000	HOURS		
0024	INTERPRETERS (LOCAL NATIONALS)	2,496	HOURS		
0026	DEPUTY PROGRAM MANAGER	2,496	HOURS		
0027	LOGISTICS SUPERVISOR	2,496	HOURS		
0028	PHYSICIANS ASSISTANT	2,496	HOURS		
0032	ADMINISTRATIVE ASSISTANT (LOCAL NATIONALS)	4,992	HOURS		
0033	LOGISTICS ASSISTANT (LOCAL NATIONALS)	4,992	HOURS		
0034	DBA INSURANCE	1	LOT		
0035	TRAVEL	1	LOT		
0036	TRAINING	1	LOT		
0037	HOUSING	1	LOT		
0038	DANGER PAY	1	LOT		
0039	POST DIFFERENTIAL	1	LOT		
0040	COST REIMBURSEMENT	1	LOT		
0041	IMMUNIZATIONS	1	LOT		
0043	FIRM FIXED PRICE SERVICES/SUPPLIES	1	LOT		
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PAE-HSC JOINT VENTURE PARTNERSHIP

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REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

CLIN	DESCRIPTION	CITY	UNIT	OPTION YEAR	
				UNIT PRICE	TOTAL COST
0004	LAW ENFORCEMENT GENERALISTS		HOURS		
0005	CERTIFIED TRAINERS		HOURS		
0006	BORDER POLICE		HOURS		
0007	CRIMES AGAINST PERSONS INVESTIGATOR		HOURS		
0008	PROPERTY CRIMES INVESTIGATOR		HOURS		
0009	SUPERVISORY/MGMT OFFICERS		HOURS		
0010	COURT SECURITY SPECIALISTS		HOURS		
0011	CORRECTIONS OFFICER		HOURS		
0012	INTELLIGENCE OFFICERS		HOURS		
0013	CUSTOMS OFFICER		HOURS		
0014	CRIMES SCENE INVESTIGATOR		HOURS		
0015	COMMANDERS/EXECUTIVE OFFICERS		HOURS		
0016	DIGNITARY PROTECTION OFFICERS		HOURS		
0017	CIVIL DISORDER SPECIALIST		HOURS		
0018	ORGANIZED CRIME INVESTIGATOR		HOURS		
0019	TRAFFIC ACCIDENT INVESTIGATOR		HOURS		
0020	LAW ENFORCEMENT/POLICE ADVISORS		HOURS		
0023	CRIMINAL JUSTICE SPECIALISTS		HOURS		
0024	INTERPRETERS (LOCAL NATIONALS)		HOURS		
0026	DEPUTY PROGRAM MANAGER		HOURS		
0027	LOGISTICS SUPERVISOR		HOURS		
0029	PHYSICIANS ASSISTANT		HOURS		
0032	ADMINISTRATIVE ASSISTANT (LOCAL NATIONALS)		HOURS		
0033	LOGISTICS ASSISTANT (LOCAL NATIONALS)		HOURS		
0034	DBA INSURANCE		LOT		
0035	TRAVEL		LOT		
0036	TRAINING		LOT		
0037	HOUSING		LOT		
0038	DANGER PAY		LOT		
0039	POST DIFFERENTIAL		LOT		
0040	COST REIMBURSEMENT		LOT		
0041	IMMUNIZATIONS		LOT		
0043	FIRM FIXED PRICE SERVICES/SUPPLIES		LOT		
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PAE-HSC JOINT VENTURE PARTNERSHIP

PRICE SCHEDULES

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

CLIN	DESCRIPTION	QTY	UNIT	OPTION YEAR 2005	
				UNIT PRICE	TOTAL COST
0004	LAW ENFORCEMENT GENERALISTS	21,231	HOURS		
0005	CERTIFIED TRAINERS	9,099	HOURS		
0006	BORDER POLICE	3,033	HOURS		
0007	CRIMES AGAINST PERSONS INVESTIGATOR	3,033	HOURS		
0008	PROPERTY CRIMES INVESTIGATOR	3,033	HOURS		
0009	SUPERVISORY/MGMT OFFICERS	6,066	HOURS		
0010	COURT SECURITY SPECIALISTS	3,033	HOURS		
0011	CORRECTIONS OFFICER	3,033	HOURS		
0012	INTELLIGENCE OFFICERS	3,033	HOURS		
0013	CUSTOMS OFFICER	3,033	HOURS		
0014	CRIMES SCENE INVESTIGATOR	3,033	HOURS		
0015	COMMANDERS/EXECUTIVE OFFICERS	3,033	HOURS		
0016	DIGNITARY PROTECTION OFFICERS	3,033	HOURS		
0017	CIVIL DISORDER SPECIALIST	3,033	HOURS		
0018	ORGANIZED CRIME INVESTIGATOR	3,033	HOURS		
0019	TRAFFIC ACCIDENT INVESTIGATOR	3,033	HOURS		
0020	LAW ENFORCEMENT/POLICE ADVISORS	1,000	HOURS		
0023	CRIMINAL JUSTICE SPECIALISTS	1,000	HOURS		
0024	INTERPRETERS (LOCAL NATIONALS)	2,496	HOURS		
0026	DEPUTY PROGRAM MANAGER	2,496	HOURS		
0027	LOGISTICS SUPERVISOR	2,496	HOURS		
0029	PHYSICIANS ASSISTANT	2,496	HOURS		
0032	ADMINISTRATIVE ASSISTANT (LOCAL NATIONALS)	4,992	HOURS		
0033	LOGISTICS ASSISTANT (LOCAL NATIONALS)	4,992	HOURS		
0034	DBA INSURANCE	1	LOT		
0035	TRAVEL	1	LOT		
0036	TRAINING	1	LOT		
0037	HOUSING	1	LOT		
0038	DANGER PAY	1	LOT		
0039	POST DIFFERENTIAL	1	LOT		
0040	COST REIMBURSEMENT	1	LOT		
0041	IMMUNIZATIONS	1	LOT		
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DATE: AUGUST 24, 2004

CLIN	DESCRIPTION	QTY	UNIT	OPTION YEAR 3	
				UNIT PRICE	TOTAL COST
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0005	CERTIFIED TRAINERS	9,099	HOURS		
0006	BORDER POLICE	3,033	HOURS		
0007	CRIMES AGAINST PERSONS INVESTIGATOR	3,033	HOURS		
0008	PROPERTY CRIMES INVESTIGATOR	3,033	HOURS		
0009	SUPERVISORY/MGMT OFFICERS	6,066	HOURS		
0010	COURT SECURITY SPECIALISTS	3,033	HOURS		
0011	CORRECTIONS OFFICER	3,033	HOURS		
0012	INTELLIGENCE OFFICERS	3,033	HOURS		
0013	CUSTOMS OFFICER	3,033	HOURS		
0014	CRIMES SCENE INVESTIGATOR	3,033	HOURS		
0015	COMMANDERS/EXECUTIVE OFFICERS	3,033	HOURS		
0016	DIGNITARY PROTECTION OFFICERS	3,033	HOURS		
0017	CIVIL DISORDER SPECIALIST	3,033	HOURS		
0018	ORGANIZED CRIME INVESTIGATOR	3,033	HOURS		
0019	TRAFFIC ACCIDENT INVESTIGATOR	3,033	HOURS		
0020	LAW ENFORCEMENT/POLICE ADVISORS	1,000	HOURS		
0023	CRIMINAL JUSTICE SPECIALISTS	1,000	HOURS		
0024	INTERPRETERS (LOCAL NATIONALS)	2,496	HOURS		
0026	DEPUTY PROGRAM MANAGER	2,496	HOURS		
0027	LOGISTICS SUPERVISOR	2,496	HOURS		
0029	PHYSICIANS ASSISTANT	2,496	HOURS		
0032	ADMINISTRATIVE ASSISTANT (LOCAL NATIONALS)	4,992	HOURS		
0033	LOGISTICS ASSISTANT (LOCAL NATIONALS)	4,992	HOURS		
0034	DBA INSURANCE	1	LOT		
0035	TRAVEL	1	LOT		
0036	TRAINING	1	LOT		
0037	HOUSING	1	LOT		
0038	DANGER PAY	1	LOT		
0039	POST DIFFERENTIAL	1	LOT		
0040	COST REIMBURSEMENT	1	LOT		
0041	IMMUNIZATIONS	1	LOT		
0043	FIRM FIXED PRICE SERVICES/SUPPLIES	1	LOT		
	TOTAL				6,246,173.57

USE OR DISCLOSURE OF PROPOSAL DATA IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL

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PAE-HSC JOINT VENTURE PARTNERSHIP

PRICE SCHEDULES

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

CLIN	DESCRIPTION	QTY	UNIT	OPTION YEAR 4	
				UNIT PRICE	TOTAL COST
0004	LAW ENFORCEMENT GENERALISTS	21,231	HOURS		
0005	CERTIFIED TRAINERS	9,099	HOURS		
0006	BORDER POLICE	3,033	HOURS		
0007	CRIMES AGAINST PERSONS INVESTIGATOR	3,033	HOURS		
0008	PROPERTY CRIMES INVESTIGATOR	3,033	HOURS		
0009	SUPERVISORY/MGMT OFFICERS	6,066	HOURS		
0010	COURT SECURITY SPECIALISTS	3,033	HOURS		
0011	CORRECTIONS OFFICER	3,033	HOURS		
0012	INTELLIGENCE OFFICERS	3,033	HOURS		
0013	CUSTOMS OFFICER	3,033	HOURS		
0014	CRIMES SCENE INVESTIGATOR	3,033	HOURS		
0015	COMMANDERS/EXECUTIVE OFFICERS	3,033	HOURS		
0016	DIGNITARY PROTECTION OFFICERS	3,033	HOURS		
0017	CIVIL DISORDER SPECIALIST	3,033	HOURS		
0018	ORGANIZED CRIME INVESTIGATOR	3,033	HOURS		
0019	TRAFFIC ACCIDENT INVESTIGATOR	3,033	HOURS		
0020	LAW ENFORCEMENT/POLICE ADVISORS	1,000	HOURS		
0023	CRIMINAL JUSTICE SPECIALISTS	1,000	HOURS		
0024	INTERPRETERS (LOCAL NATIONALS)	2,496	HOURS		
0026	DEPUTY PROGRAM MANAGER	2,496	HOURS		
0027	LOGISTICS SUPERVISOR	2,496	HOURS		
0029	PHYSICIANS ASSISTANT	2,496	HOURS		
0032	ADMINISTRATIVE ASSISTANT (LOCAL NATIONALS)	4,992	HOURS		
0033	LOGISTICS ASSISTANT (LOCAL NATIONALS)	4,992	HOURS		
0034	DBA INSURANCE	1	LOT		
0035	TRAVEL	1	LOT		
0036	TRAINING	1	LOT		
0037	HOUSING	1	LOT		
0038	DANGER PAY	1	LOT		
0039	POST DIFFERENTIAL	1	LOT		
0040	COST REIMBURSEMENT	1	LOT		
0041	IMMUNIZATIONS	1	LOT		
0043	FIRM FIXED PRICE SERVICES/SUPPLIES	1	LOT		
	TOTAL				346,576.89

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

SUMMARY BY CLIN
CLIN 0004
LAW ENFORCEMENT GENERALISTS

DESCRIPTION	BASE PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	OPTION PERIOD 3	OPTION PERIOD 4	TOTAL AMOUNT
LABOR						
SUBTOTAL						
G&A						
SUBTOTAL						
PROFIT						
TOTAL LAW ENFORCEMENT GENERALISTS						

USE OR DISCLOSURE OF PROPOSAL DATA IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

SUMMARY BY CLIN
CLIN 0005
CERTIFIED TRAINERS

DESCRIPTION	BASE PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	OPTION PERIOD 3	OPTION PERIOD 4	TOTAL AMOUNT
LABOR						
SUBTOTAL						
G&A						
SUBTOTAL						
PROFIT						
TOTAL CERTIFIED TRAINERS						

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

SUMMARY BY CLIN
CLIN 0006
BORDER POLICE

DESCRIPTION	BASE PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	OPTION PERIOD 3	OPTION PERIOD 4	TOTAL AMOUNT
LABOR						
SUBTOTAL						
G&A						
SUBTOTAL						
PROFIT						
TOTAL BORDER POLICE						

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

SUMMARY BY CLIN

CLIN 0007

CRIMES AGAINST PERSONS INVESTIGATOR

DESCRIPTION	BASE PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	OPTION PERIOD 3	OPTION PERIOD 4	TOTAL AMOUNT
LABOR						
SUBTOTAL						
G&A						
SUBTOTAL						
PROFIT						
TOTAL CRIMES AGAINST PERSONS INVESTIGATOR						

USE OR DISCLOSURE OF PROPOSAL DATA IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

SUMMARY BY CLIN
CLIN 0008
PROPERTY CRIMES INVESTIGATOR

DESCRIPTION	BASE PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	OPTION PERIOD 3	OPTION PERIOD 4	TOTAL AMOUNT
LABOR						
SUBTOTAL						
G&A						
SUBTOTAL						
PROFIT						
TOTAL PROPERTY CRIMES INVESTIGATOR						

USE OR DISCLOSURE OF PROPOSAL DATA IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

SUMMARY BY CLIN
CLIN 0009
SUPERVISORY/MGMT OFFICERS

DESCRIPTION	BASE PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	OPTION PERIOD 3	OPTION PERIOD 4	TOTAL AMOUNT
LABOR						
SUBTOTAL						
G&A						
SUBTOTAL						
PROFIT						
TOTAL SUPERVISORY/ MGMT OFFICERS						

USE OR DISCLOSURE OF PROPOSAL DATA IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

SUMMARY BY CLIN
CLIN 0010
COURT SECURITY SPECIALISTS

DESCRIPTION	BASE PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	OPTION PERIOD 3	OPTION PERIOD 4	TOTAL AMOUNT
LABOR						
SUBTOTAL						
G&A						
SUBTOTAL						
PROFIT						
TOTAL COURT SECURITY SPECIALISTS						

USE OR DISCLOSURE OF PROPOSAL DATA IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

SUMMARY BY CLIN
CLIN 0011
CORRECTIONS OFFICER

DESCRIPTION	BASE PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	OPTION PERIOD 3	OPTION PERIOD 4	TOTAL AMOUNT
LABOR						
SUBTOTAL						
G&A						
SUBTOTAL						
PROFIT						
TOTAL CORRECTIONS OFFICER						

USE OR DISCLOSURE OF PROPOSAL DATA IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

SUMMARY BY CLIN
CLIN 0012
INTELLIGENCE OFFICERS

DESCRIPTION	BASE PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	OPTION PERIOD 3	OPTION PERIOD 4	TOTAL AMOUNT
LABOR						
SUBTOTAL						
G&A						
SUBTOTAL						
PROFIT						
TOTAL INTELLIGENCE OFFICERS						

USE OR DISCLOSURE OF PROPOSAL DATA IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

SUMMARY BY CLIN
CLIN 0013
CUSTOMS OFFICER

DESCRIPTION	BASE PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	OPTION PERIOD 3	OPTION PERIOD 4	TOTAL AMOUNT
LABOR						
SUBTOTAL						
G&A						
SUBTOTAL						
PROFIT						
TOTAL CUSTOMS OFFICER						

USE OR DISCLOSURE OF PROPOSAL DATA IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL.

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

SUMMARY BY CLIN
CLIN 0014
CRIMES SCENE INVESTIGATOR

DESCRIPTION	BASE PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	OPTION PERIOD 3	OPTION PERIOD 4	TOTAL AMOUNT
LABOR						
SUBTOTAL						
G&A						
SUBTOTAL						
PROFIT						
TOTAL CRIMES SCENE INVESTIGATOR						

USE OR DISCLOSURE OF PROPOSAL DATA IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

SUMMARY BY CLIN

CLIN 0015

COMMANDERS/EXECUTIVE OFFICERS

DESCRIPTION	BASE PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	OPTION PERIOD 3	OPTION PERIOD 4	TOTAL AMOUNT
LABOR						
SUBTOTAL						
G&A						
SUBTOTAL						
PROFIT						
TOTAL COMMANDERS/EXECUTIVE OFFICERS						

USE OR DISCLOSURE OF PROPOSAL DATA IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

SUMMARY BY CLIN

CLIN 0016

DIGNITARY PROTECTION OFFICERS

DESCRIPTION	BASE PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	OPTION PERIOD 3	OPTION PERIOD 4	TOTAL AMOUNT
LABOR						
SUBTOTAL						
G&A						
SUBTOTAL						
PROFIT						
TOTAL DIGNITARY PROTECTION OFFICERS						

USE OR DISCLOSURE OF PROPOSAL DATA IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL

DATE: AUGUST 24, 2004

SUMMARY BY CLIN
CLIN 0017
CIVIL DISORDER SPECIALIST

DESCRIPTION	BASE PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	OPTION PERIOD 3	OPTION PERIOD 4	TOTAL AMOUNT
LABOR						
SUBTOTAL						
G&A						
SUBTOTAL						
PROFIT						
TOTAL CIVIL DISORDER SPECIALIST						

USE OR DISCLOSURE OF PROPOSAL DATA IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

SUMMARY BY CLIN

CLIN 0018

ORGANIZED CRIME INVESTIGATOR

DESCRIPTION	BASE PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	OPTION PERIOD 3	OPTION PERIOD 4	TOTAL AMOUNT
LABOR						
SUBTOTAL						
G&A						
SUBTOTAL						
PROFIT						
TOTAL ORGANIZED CRIME INVESTIGATOR						

USE OR DISCLOSURE OF PROPOSAL DATA IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

SUMMARY BY CLIN
CLIN 0019
TRAFFIC ACCIDENT INVESTIGATOR

DESCRIPTION	BASE PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	OPTION PERIOD 3	OPTION PERIOD 4	TOTAL AMOUNT
LABOR						
SUBTOTAL						
G&A						
SUBTOTAL						
PROFIT						
TOTAL TRAFFIC ACCIDENT INVESTIGATOR						

USE OR DISCLOSURE OF PROPOSAL DATA IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

SUMMARY BY CLIN

CLIN 0020

LAW ENFORCEMENT/POLICE ADVISORS

DESCRIPTION	BASE PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	OPTION PERIOD 3	OPTION PERIOD 4	TOTAL AMOUNT
LABOR						
SUBTOTAL						
G&A						
SUBTOTAL						
PROFIT						
TOTAL: LAW ENFORCEMENT/POLICE ADVISORS						

USE OR DISCLOSURE OF PROPOSAL DATA IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

SUMMARY BY CLIN
CLIN 0023
CRIMINAL JUSTICE SPECIALISTS

DESCRIPTION	BASE PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	OPTION PERIOD 3	OPTION PERIOD 4	TOTAL AMOUNT
LABOR						
SUBTOTAL						
G&A						
SUBTOTAL						
PROFIT						
TOTAL CRIMINAL JUSTICE SPECIALISTS						

USE OR DISCLOSURE OF PROPOSAL DATA IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL.

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

SUMMARY BY CLIN

CLIN 0024

INTERPRETERS (LOCAL NATIONALS)

DESCRIPTION	BASE PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	OPTION PERIOD 3	OPTION PERIOD 4	TOTAL AMOUNT
LABOR						
SUBTOTAL						
G&A						
SUBTOTAL						
PROFIT						
TOTAL INTERPRETERS (LOCAL NATIONALS)						

USE OR DISCLOSURE OF PROPOSAL DATA IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

SUMMARY BY CLIN
CLIN 0026
DEPUTY PROGRAM MANAGER

DESCRIPTION	BASE PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	OPTION PERIOD 3	OPTION PERIOD 4	TOTAL AMOUNT
LABOR						
SUBTOTAL						
G&A						
SUBTOTAL						
PROFIT						
TOTAL DEPUTY PROGRAM MANAGER						

USE OR DISCLOSURE OF PROPOSAL DATA IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

SUMMARY BY CLIN
CLIN 0027
LOGISTICS SUPERVISOR

DESCRIPTION	BASE PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	OPTION PERIOD 3	OPTION PERIOD 4	TOTAL AMOUNT
LABOR						
SUBTOTAL						
G&A						
SUBTOTAL						
PROFIT						
TOTAL LOGISTICS SUPERVISOR						

USE OR DISCLOSURE OF PROPOSAL DATA IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

SUMMARY BY CLIN
CLIN 0029
PHYSICIANS ASSISTANT

DESCRIPTION	BASE PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	OPTION PERIOD 3	OPTION PERIOD 4	TOTAL AMOUNT
LABOR						
SUBTOTAL						
G&A						
SUBTOTAL						
PROFIT						
TOTAL PHYSICIANS ASSISTANT						

USE OR DISCLOSURE OF PROPOSAL DATA IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

SUMMARY BY CLIN

CLIN 0032

ADMINISTRATIVE ASSISTANT (LOCAL NATIONALS)

DESCRIPTION	BASE PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	OPTION PERIOD 3	OPTION PERIOD 4	TOTAL AMOUNT
LABOR						
SUBTOTAL						
G&A						
SUBTOTAL						
PROFIT						
TOTAL ADMINISTRATIVE ASSISTANT (LOCAL NATIONALS)						

USE OR DISCLOSURE OF PROPOSAL DATA IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

SUMMARY BY CLIN

CLIN 0033

LOGISTICS ASSISTANT (LOCAL NATIONALS)

DESCRIPTION	BASE PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	OPTION PERIOD 3	OPTION PERIOD 4	TOTAL AMOUNT
LABOR						
SUBTOTAL						
G&A						
SUBTOTAL						
PROFIT						
TOTAL LOGISTICS ASSISTANT (LOCAL NATIONALS)						

USE OR DISCLOSURE OF PROPOSAL DATA IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

SUMMARY BY CLIN
CLIN 0034
DBA INSURANCE

DESCRIPTION	BASE PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	OPTION PERIOD 3	OPTION PERIOD 4	TOTAL AMOUNT
DBA INSURANCE						
G&A						
SUBTOTAL						
PROFIT						
TOTAL DBA INSURANCE						

USE OR DISCLOSURE OF PROPOSAL DATA IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

SUMMARY BY CLIN
CLIN 0035
TRAVEL

DESCRIPTION	BASE PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	OPTION PERIOD 3	OPTION PERIOD 4	TOTAL AMOUNT
LABOR						
OTHER DIRECT COSTS						
EQUIPMENT						
SUBTOTAL						
G&A						
SUBTOTAL						
PROFIT						
TOTAL TRAVEL						

USE OR DISCLOSURE OF PROPOSAL DATA IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

SUMMARY BY CLIN
CLIN 0036
TRAINING

DESCRIPTION	BASE PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	OPTION PERIOD 3	OPTION PERIOD 4	TOTAL AMOUNT
LABOR						
OTHER DIRECT COSTS						
EQUIPMENT						
SUBTOTAL						
G&A						
SUBTOTAL						
PROFIT						
TOTAL TRAINING						

USE OR DISCLOSURE OF PROPOSAL DATA IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

SUMMARY BY CLIN
CLIN 0037
HOUSING

DESCRIPTION	BASE PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	OPTION PERIOD 3	OPTION PERIOD 4	TOTAL AMOUNT
LABOR						
OTHER DIRECT COSTS						
EQUIPMENT						
SUBTOTAL						
G&A						
SUBTOTAL						
PROFIT						
TOTAL HOUSING						

USE OR DISCLOSURE OF PROPOSAL DATA IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

SUMMARY BY CLIN
CLIN 0038
DANGER PAY

DESCRIPTION	BASE PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	OPTION PERIOD 3	OPTION PERIOD 4	TOTAL AMOUNT
DANGER PAY						
G&A						
SUBTOTAL						
PROFIT						
TOTAL DANGER PAY						

USE OR DISCLOSURE OF PROPOSAL DATA IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

SUMMARY BY CLIN
CLIN 0039
POST DIFFERENTIAL

DESCRIPTION	BASE PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	OPTION PERIOD 3	OPTION PERIOD 4	TOTAL AMOUNT
POST DIFFERENTIAL						
G&A						
SUBTOTAL						
PROFIT						
TOTAL POST DIFFERENTIAL						

USE OR DISCLOSURE OF PROPOSAL DATA IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

SUMMARY BY CLIN
CLIN 0040
COST REIMBURSEMENT

DESCRIPTION	BASE PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	OPTION PERIOD 3	OPTION PERIOD 4	TOTAL AMOUNT
LABOR						
OTHER DIRECT COSTS						
EQUIPMENT						
SUBTOTAL						
G&A						
SUBTOTAL						
PROFIT						
TOTAL COST REIMBURSEMENT						

USE OR DISCLOSURE OF PROPOSAL DATA IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

SUMMARY BY CLIN
CLIN 0041
IMMUNIZATIONS

DESCRIPTION	BASE PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	OPTION PERIOD 3	OPTION PERIOD 4	TOTAL AMOUNT
LABOR						
OTHER DIRECT COSTS						
EQUIPMENT						
SUBTOTAL						
G&A						
SUBTOTAL						
PROFIT						
TOTAL IMMUNIZATIONS						

USE OR DISCLOSURE OF PROPOSAL DATA IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL.

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

SUMMARY BY CLIN

CLIN 0043

FIRM FIXED PRICE SERVICES/SUPPLIES

DESCRIPTION	BASE PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	OPTION PERIOD 3	OPTION PERIOD 4	TOTAL AMOUNT
LABOR						
OTHER DIRECT COSTS						
EQUIPMENT						
SUBTOTAL						
G&A						
SUBTOTAL						
PROFIT						
TOTAL FIRM FIXED PRICE SERVICES/SUPPLIES						

USE OR DISCLOSURE OF PROPOSAL DATA IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

BASE PERIOD	
CLIN	POSITION DESCRIPTION
0004	Law Enforcement Generalists
0005	Certified Trainers
0006	Border Police
0007	Crimes Against Persons Investigator
0008	Property Crimes Investigator
0009	Supervisory/Mgmt. Officers
0010	Court Security Specialists
0011	Corrections Officers
0012	Intelligence Officers
0013	Custom Officers
0014	Crime Scene Investigator
0015	Commanders/Executive Officers
0016	Dignitary Protection Officers
0017	Civil Disorder Specialist
0018	Organized Crime Investigator
0019	Traffic Accident Investigator
DPMO	
0024	Interpreters (Local National)
0026	Deputy Program Manager
0027	Logistics Supervisor
0029	Physicians Assistant
0032	Administrative Assistants (Local National)
0033	Logistic Assistant (Local National)
	TOTAL BASE PERIOD

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B4

PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

OPTION PERIOD 1	
CLIN	POSITION DESCRIPTION
0004	Law Enforcement Generalists
0005	Certified Trainers
0006	Border Police
0007	Crimes Against Persons Investigator
0008	Property Crimes Investigator
0009	Supervisory/Mgmt. Officers
0010	Court Security Specialists
0011	Corrections Officers
0012	Intelligence Officers
0013	Custom Officers
0014	Crime Scene Investigator
0015	Commanders/Executive Officers
0016	Dignitary Protection Officers
0017	Civil Disorder Specialist
0018	Organized Crime Investigator
0019	Traffic Accident Investigator
DPMO	
0024	Interpreters (Local National)
0026	Deputy Program Manager
0027	Logistics Supervisor
0029	Physicians Assistant
0032	Administrative Assistants (Local National)
0033	Logistic Assistant (Local National)
TOTAL OPTION PERIOD 1	

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B4

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

OPTION PERIOD 3

CLIN	POSITION DESCRIPTION
0004	Law Enforcement Generalists
0005	Certified Trainers
0006	Border Police
0007	Crimes Against Persons Investigator
0008	Property Crimes Investigator
0009	Supervisory/Mgmt. Officers
0010	Court Security Specialists
0011	Corrections Officers
0012	Intelligence Officers
0013	Custom Officers
0014	Crime Scene Investigator
0015	Commanders/Executive Officers
0016	Dignitary Protection Officers
0017	Civil Disorder Specialist
0018	Organized Crime Investigator
0019	Traffic Accident Investigator
DPMO	
0024	Interpreters (Local National)
0026	Deputy Program Manager
0027	Logistics Supervisor
0029	Physicians Assistant
0032	Administrative Assistants (Local National)
0033	Logistic Assistant (Local National)
	TOTAL OPTION 3

UNCLASSIFIED

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UNCLASSIFIED

PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

OPTION PERIOD 4	
CLINIC	POSITION DESCRIPTION
0004	Law Enforcement Generalists
0005	Certified Trainers
0006	Border Police
0007	Crimes Against Persons Investigator
0008	Property Crimes Investigator
0009	Supervisory/Mgmt. Officers
0010	Court Security Specialists
0011	Corrections Officers
0012	Intelligence Officers
0013	Custom Officers
0014	Crime Scene Investigator
0015	Commanders/Executive Officers
0016	Dignitary Protection Officers
0017	Civil Disorder Specialist
0018	Organized Crime Investigator
0019	Traffic Accident Investigator
DPMO	
0024	Interpreters (Local National)
0026	Deputy Program Manager
0027	Logistics Supervisor
0029	Physicians Assistant
0032	Administrative Assistants (Local National)
0033	Logistic Assistant (Local National)
TOTAL OPTION 4	

UNCLASSIFIED

UNCLASSIFIED

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

OPTION PERIOD 2	
CLIN	POSITION DESCRIPTION
0004	Law Enforcement Generalists
0005	Certified Trainers
0006	Border Police
0007	Crimes Against Persons Investigator
0008	Property Crimes Investigator
0009	Supervisory/Mgmt. Officers
0010	Court Security Specialists
0011	Corrections Officers
0012	Intelligence Officers
0013	Custom Officers
0014	Crime Scene Investigator
0015	Commanders/Executive Officers
0016	Dignitary Protection Officers
0017	Civil Disorder Specialist
0018	Organized Crime Investigator
0019	Traffic Accident Investigator
DPMO	
0024	Interpreters (Local National)
0026	Deputy Program Manager
0027	Logistics Supervisor
0029	Physicians Assistant
0032	Administrative Assistants (Local National)
0033	Logistic Assistant (Local National)
	TOTAL OPTION PERIOD 2

UNCLASSIFIED

UNCLASSIFIED

B4

PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

BASE PERIOD	
CLIN	POSITION DESCRIPTION
0004	Law Enforcement Generalists
0005	Certified Trainers
0006	Border Police
0007	Crimes Against Persons Investigator
0008	Property Crimes Investigator
0009	Supervisory/Mgmt. Officers
0010	Court Security Specialists
0011	Corrections Officers
0012	Intelligence Officers
0013	Custom Officers
0014	Crime Scene Investigator
0015	Commanders/Executive Officers
0016	Dignitary Protection Officers
0017	Civil Disorder Specialist
0018	Organized Crime Investigator
0019	Traffic Accident Investigator
DPMO	
0024	Interpreters (Local National)
0026	Deputy Program Manager
0027	Logistics Supervisor
0029	Physicians Assistant
0032	Administrative Assistants (Local National)
0033	Logistic Assistant (Local National)
10-17-04	TOTAL BASE PERIOD

B4

UNCLASSIFIED

UNCLASSIFIED

PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

OPTION PERIOD 1

CLIN	POSITION DESCRIPTION
0004	Law Enforcement Generalists
0005	Certified Trainers
0006	Border Police
0007	Crimes Against Persons Investigator
0008	Property Crimes Investigator
0009	Supervisory/Mgmt. Officers
0010	Court Security Specialists
0011	Corrections Officers
0012	Intelligence Officers
0013	Custom Officers
0014	Crime Scene Investigator
0015	Commanders/Executive Officers
0016	Dignitary Protection Officers
0017	Civil Disorder Specialist
0018	Organized Crime Investigator
0019	Traffic Accident Investigator
DPMO	
0024	Interpreters (Local National)
0026	Deputy Program Manager
0027	Logistics Supervisor
0029	Physicians Assistant
0032	Administrative Assistants (Local National)
0033	Logistic Assistant (Local National)
	TOTAL OPTION PERIOD 1

B4

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PAE-HSC JOINT VENTURE PARTNERSHIP

**REVISED COST PROPOSAL
DATE: AUGUST 24, 2004**

B4

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PAE-HSC JOINT VENTURE PARTNERSHIP

**REVISED COST PROPOSAL
DATE: AUGUST 24, 2004**

OPTION PERIOD 3	
CLIN	POSITION DESCRIPTION
0004	Law Enforcement Generalists
0005	Certified Trainers
0006	Border Police
0007	Crimes Against Persons Investigator
0008	Property Crimes Investigator
0009	Supervisory/Mgmt. Officers
0010	Court Security Specialists
0011	Corrections Officers
0012	Intelligence Officers
0013	Custom Officers
0014	Crime Scene Investigator
0015	Commanders/Executive Officers
0016	Dignitary Protection Officers
0017	Civil Disorder Specialist
0018	Organized Crime Investigator
0019	Traffic Accident Investigator
DPMO	
0024	Interpreters (Local National)
0026	Deputy Program Manager
0027	Logistics Supervisor
0029	Physicians Assistant
0032	Administrative Assistants (Local National)
0033	Logistic Assistant (Local National)
	TOTAL OPTION 3

UNCLASSIFIED

UNCLASSIFIED

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

OPTION PERIOD 4	
CLIN	POSITION DESCRIPTION
0004	Law Enforcement Generalists
0005	Certified Trainers
0006	Border Police
0007	Crimes Against Persons Investigator
0008	Property Crimes Investigator
0009	Supervisory/Mgmt. Officers
0010	Court Security Specialists
0011	Corrections Officers
0012	Intelligence Officers
0013	Custom Officers
0014	Crime Scene Investigator
0015	Commanders/Executive Officers
0016	Dignitary Protection Officers
0017	Civil Disorder Specialist
0018	Organized Crime Investigator
0019	Traffic Accident Investigator
DPMO	
0024	Interpreters (Local National)
0026	Deputy Program Manager
0027	Logistics Supervisor
0029	Physicians Assistant
0032	Administrative Assistants (Local National)
0033	Logistic Assistant (Local National)
TOTAL OPTION 4	

B4

UNCLASSIFIED

UNCLASSIFIED

PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

BASE PERIOD	
CLIN	POSITION DESCRIPTION
0004	Law Enforcement Generalists
0005	Certified Trainers
0006	Border Police
0007	Crimes Against Persons Investigator
0008	Property Crimes Investigator
0009	Supervisory/Mgmt. Officers
0010	Court Security Specialists
0011	Corrections Officers
0012	Intelligence Officers
0013	Custom Officers
0014	Crime Scene Investigator
0015	Commanders/Executive Officers
0016	Dignitary Protection Officers
0017	Civil Disorder Specialist
0018	Organized Crime Investigator
0019	Traffic Accident Investigator
DPMO	
0024	Interpreters (Local National)
0026	Deputy Program Manager
0027	Logistics Supervisor
0029	Physicians Assistant
0032	Administrative Assistants (Local National)
0033	Logistic Assistant (Local National)
GRAND TOTAL	TOTAL BASE PERIOD

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UNCLASSIFIED

UNCLASSIFIED

PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

OPTION PERIOD 1	
CLIN	POSITION DESCRIPTION
0004	Law Enforcement Generalists
0005	Certified Trainers
0006	Border Police
0007	Crimes Against Persons Investigator
0008	Property Crimes Investigator
0009	Supervisory/Mgmt. Officers
0010	Court Security Specialists
0011	Corrections Officers
0012	Intelligence Officers
0013	Custom Officers
0014	Crime Scene Investigator
0015	Commanders/Executive Officers
0016	Dignitary Protection Officers
0017	Civil Disorder Specialist
0018	Organized Crime Investigator
0019	Traffic Accident Investigator
DPMO	
0024	Interpreters (Local National)
0026	Deputy Program Manager
0027	Logistics Supervisor
0029	Physicians Assistant
0032	Administrative Assistants (Local National)
0033	Logistic Assistant (Local National)
	TOTAL OPTION PERIOD 1

UNCLASSIFIED

UNCLASSIFIED

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PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

OPTION PERIOD 2	
CLIN	POSITION DESCRIPTION
0004	Law Enforcement Generalists
0005	Certified Trainers
0006	Border Police
0007	Crimes Against Persons Investigator
0008	Property Crimes Investigator
0009	Supervisory/Mgmt. Officers
0010	Court Security Specialists
0011	Corrections Officers
0012	Intelligence Officers
0013	Custom Officers
0014	Crime Scene Investigator
0015	Commanders/Executive Officers
0016	Dignitary Protection Officers
0017	Civil Disorder Specialist
0018	Organized Crime Investigator
0019	Traffic Accident Investigator
DPMO	
0024	Interpreters (Local National)
0026	Deputy Program Manager
0027	Logistics Supervisor
0029	Physicians Assistant
0032	Administrative Assistants (Local National)
0033	Logistic Assistant (Local National)
TOTAL OPTION PERIOD 2	

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UNCLASSIFIED

UNCLASSIFIED

PAE-HSC JOINT VENTURE PARTNERSHIP

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

OPTION PERIOD 3	
CLIN	POSITION DESCRIPTION
0004	Law Enforcement Generalists
0005	Certified Trainers
0006	Border Police
0007	Crimes Against Persons Investigator
0008	Property Crimes Investigator
0009	Supervisory/Mgmt. Officers
0010	Court Security Specialists
0011	Corrections Officers
0012	Intelligence Officers
0013	Custom Officers
0014	Crime Scene Investigator
0015	Commanders/Executive Officers
0016	Dignitary Protection Officers
0017	Civil Disorder Specialist
0018	Organized Crime Investigator
0019	Traffic Accident Investigator
DPMO	
0024	Interpreters (Local National)
0026	Deputy Program Manager
0027	Logistics Supervisor
0029	Physicians Assistant
0032	Administrative Assistants (Local National)
0033	Logistic Assistant (Local National)
	TOTAL OPTION 3

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B4

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PAE-HSC JOINT VENTURE PARTNERSHIP

**REVISED COST PROPOSAL
DATE: AUGUST 24, 2004**

OPTION PERIOD 4	
CLIN	POSITION DESCRIPTION
0004	Law Enforcement Generalists
0005	Certified Trainers
0006	Border Police
0007	Crimes Against Persons Investigator
0008	Property Crimes Investigator
0009	Supervisory/Mgmt. Officers
0010	Court Security Specialists
0011	Corrections Officers
0012	Intelligence Officers
0013	Custom Officers
0014	Crime Scene Investigator
0015	Commanders/Executive Officers
0016	Dignitary Protection Officers
0017	Civil Disorder Specialist
0018	Organized Crime Investigator
0019	Traffic Accident Investigator
DPMO	
0024	Interpreters (Local National)
0026	Deputy Program Manager
0027	Logistics Supervisor
0029	Physicians Assistant
0032	Administrative Assistants (Local National)
0033	Logistic Assistant (Local National)
TOTAL OPTION 4	

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PAE-HSC JOINT VENTURE PARTNERSHIP

LABOR SUMMARY

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

B4

POS #	POSITION	CLIN
DEPLOY AND SUSTAIN 25 CIVPOL OFFICERS		
0004	Law Enforcement Generalists	CLIN 0004
0005	Certified Trainers	CLIN 0005
0006	Border Police	CLIN 0006
0007	Crimes Against Persons Investigator	CLIN 0007
0008	Property Crimes Investigator	CLIN 0008
0009	Supervisory/Mgmt. Officers	CLIN 0009
0010	Court Security Specialists	CLIN 0010
0011	Corrections Officers	CLIN 0011
0012	Intelligence Officers	CLIN 0012
0013	Custom Officers	CLIN 0013
0014	Crime Scene Investigator	CLIN 0014
0015	Commanders/Executive Officers	CLIN 0015
0016	Dignitary Protection Officers	CLIN 0016
0017	Civil Disorder Specialist	CLIN 0017
0018	Organized Crime Investigator	CLIN 0018
0019	Traffic Accident Investigator	CLIN 0019
0020	Law Enforcement/Police Advisors	CLIN 0020
0023	Criminal Justice Specialists	CLIN 0023
HAITI PMO		
0024	Interpreters	CLIN 0024
0026	Deputy Program Manager	CLIN 0026
0027	Logistics Supervisor	CLIN 0027
0029	Physicians Assistant	CLIN 0029
0032	Administrative Assistants	CLIN 0032
0033	Logistic Assistant (Local Nationals)	CLIN 0033
TOTAL		

USE OR DISCLOSURE OF PROPOSAL DATA

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PAE-HSC JOINT VENTURE PARTNERSHIP

LABOR SUMMARY

**REVISED COST PROPOSAL
DATE: AUGUST 24, 2004**

B4

POS #	POSITION	CLIN
WDC - PMO		
2000	PROCUREMENT/LOGISTICS MANAGER	CLIN 0043
2005	ACCOUNTANT	CLIN 0043
2010	PERSONAL ADMINISTRATOR	CLIN 0043
TOTAL		

USE OR DISCLOSURE OF PROPOSAL DATA IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL

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PAN-HSC JOINT VENTURE PARTNERSHIP
EQUIPMENT/COST OF MONEY (COM)

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PAN-ESG JOINT VENTURE PARTNERSHIP
EQUIPMENT/COST OF MONEY (COM)

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UNCLASSIFIED

PAE-HSC JOINT VENTURE PARTNERSHIP
TRAINING
BASE PERIOD

REVISED COST PROPOSAL
DATE: AUGUST 24, 2004

B4

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PAE-HSC JOINT VENTURE PARTNERSHIP
TRAINING
OPTION PERIOD I

**REVISED COST PROPOSAL
DATE: AUGUST 24, 2004**

B4

GRAND TOTAL	
OPTION YEAR 1 ESCALATION	
OPTION YEAR 2 ESCALATION	
OPTION YEAR 3 ESCALATION	
OPTION YEAR 4 ESCALATION	

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